"A STUDY ON HOW EMPLOYEE VOICE IMPACT THE ORGANIZATIONS SUCCESS IN THE INFORMATION TECHNOLOGY SECTOR?"

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Abstract

With employee-centric perspective, this study seeks to further the field of employee voice to examine its applicability to and impact on organisational success for international workers and professionals employed in Dublin-based Information Technology companies (Ireland).

In recent years, information technology companies have flourished. Today, individual involvement with the organisation is replacing collective union representation as the primary means of employee representation in the workplace. This study intends to examine how employees perceive the factors that influence employee voice within the organisation.

In order to discover how respondents might evaluate factors impacting employee voice in their perspective in terms of priority, 62 respondents were polled as part of a quantitative research study that used SPSS software to examine the data. The study also looked at how individual employee characteristics like age and work history affected how employees perceived the significance of the elements that influence employee voice. Some of the study's most important conclusions included the fact that factors pertaining to the interactions between employees and the organisation are the ones that have the most effects on employee voice.

According to the study, a position plays a crucial role in determining how employees are heard within an organisation, and the interaction between a worker and their supervisor has a significant impact on how they see their representation within. The study also discovered that there are some elements that influence employee voice in ways that help them accomplish their responsibilities inside the organisation and others that influence employee voice in ways that are connected to an advantage that the employee anticipates for doing an excellent work. The study found that the factors that affect how considerable weight is assigned to the factors that influence employee voice include age, nature of work, number of years of experience, role within the organisation, and overall staff count.

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CHAPTER - 1

INTRODUCTION

1.1 Background

In today's business environment is unpredictable and volatile. To cope to the changing environment, organisations must constantly change. The main goal of any organisation is to endure in such a volatile situation. With this in mind, the majority of organisational science research has concentrated on ways to increase the effectiveness of organisations. Every move performed by any organisation aims to increase that organisation 's success (Kataria et al., 2013). Only a willing group of workers who are dedicated to organisational goals can help a company achieve long-term effects. An unusual aspect of contemporary businesses is that they employ a new generation of workers known as "younger generation." When compared to earlier generations, millennials exhibit many qualities that are significantly distinct. Regarding industry developments and fragmented social and political changes, they experience uncertainty (Deloitte, 2018).

Employees from the younger generation prioritise their own needs over the needs of the company in such a situation. Management is essential in fostering a culture of interdependence where workers can be motivated to contribute to the improvement of the company. Raising employee voice is the method that practitioners agree upon the most for coordinating interests of employees with managerial objectives. Employee voice, according to (Gruman and Saks, 2011), is a significant factor that influences employees' efficiency (Rees et al., 2013). Many organisations now use the idea of voice as a major performance metric. Employee voice, employee performance, and organisational effectiveness are positively correlated, according to the studies "(Salanova and Schaufeli, 2008; Bakker and Xanthopoulou, 2009; Rich et al., 2010)". The outcome of employee voice in organisational success is covered in this study.

Among the major concerns for organisations are the extended and intensely competitive environment, which encourages organisations to constantly strive for success, and the quick environmental changes (Hosseini et al., 2021b). It is so necessary for managers and employees to interact in a trust-based manner. (Kok et al., 2016) Indeed, a company must consider its employees' attitudes about working hard to maintain their place in a cutthroat economy. As a result, employees have the opportunity to share their opinions, but it seems that they seem to be now willing to do so in any situation. Therefore, we need to encourage employees to voice

their ideas. As per research on human management, the aim of voice is management. Managers belief is a key element in the development of voice opportunities (Bang, 2012). Managers are one specific group which has an impact on the voice and its results. Before the voice comes, employees first determine whether the circumstance is appropriate (i.e., is it okay to talk or not?). Interacting with management is necessary since doing so will encourage employees to take chances for their voices (Huang & Paterson, 2017). Although not the unique group of influential individuals, managers do. The group of line managers functions well and behaves professionally. (Townsend, 2014) They can set up a situation in which the voice is ignored, utilised, or destroyed.

According to (Pohler and Luchak, 2014), a number of factors can bridge the gap between employee input and important consideration. (Islam et al., 2019) These elements come together to form a special element that enhances "employee voice". There have been two ways for staff members to express their discontent. They first depart from the business. (Crant et al., 2011) Second, they discuss the enhancements they believe could be achieved. According to (Grant, 2013), the employees effectively communicate their thoughts while using effective coping strategies. Based on the research on employee voice in management of human resources, leaders and managers create the system whereas senior management often has to make difficult decisions about employee voice.

(Jenkins and Delbridge, 2013) claim that using voice as a management method is a crucial aspect of organizational involvement (Rees et al., 2013; CIPD, 2014). Employee voice, as defined by Lucas et al. (2006), is the ability of employees to influence organisational decision-making. It is a method for productively collaborating with employees to increase both of the financial security of employees and the long-term viability of the company (Emelilifeonwu and Valk, 2018). Although several studies have shown the value of employee voice to an organisation's success (Kwon et al., 2016), there aren't many that demonstrate how employee voice factors have a significant impact on an organization's long-term success. To fill in this research gap, the study might have a big impact. The study found a relationship between an independent variable which is "employee voice" and the dependent variable being organisational success that is both direct and indirect. Employee participation is proposed as the mediator to produce a regulated interaction with both the dependent component and the individual factor (employee voice) (organizational effectiveness).

1.2 Research Structure:

Chapter 1 - Introduction

The background information for this research is contained in this first chapter. The research topic and the justification for selecting and carrying out the current research for the purpose of investigation were also covered in detail in this section.

Chapter 2 - Literature Review

This chapter on the "literature review" analysed the points of view of many authors in relation to diverse theoretical aspects of the employee voices impact on the organisational success. Information on employee voice and different forms with in Irish market was also supplied in this section.

Chapter 3 - Research Methodology

This methodology chapter has offered information on the theories used in the current research study and has helped to direct the process of choosing and analysing data that was acquired.

Chapter 4 - Data analysis, Findings and Discussion

The major results using the data that was gathered and examined to arrive at the fundamental conclusions were presented in this chapter.

Chapter 5 - Conclusion

The primary conclusions of the current research study are based on this chapter's concluding section's findings. This chapter also offers a comprehensive summary of the recommendations that were found to be useful.

CHAPTER - 2

LITERATURE REVIEW

2.1 Introduction:

Academic and professional interest in employee voice has significantly increased during the past two decades (Morrison, 2014; Mowbray, Wilkinson and Tse, 2019; Wilkinson, Barry and Morrison, 2020). The majority of "human resource management" research has concentrated only on the direct forms of Employee Voice, in spite of the fact that the sector has witnessed significant knowledge acquisition (Barry, Dundon and Wilkinson, 2018; Nechanska, Hughes and Dundon, 2020). The 2 additional trends have been seen in tandem with this one: (1) the advancement of the incredible work structure approach as the primary methods for assessing how Human resource management affects organisational performance (Harley, 2014); as well as (2) a (supposed) widespread decline in union support in Western economies. Researchers and practitioners have as a result chosen to concentration on direct, individual methods of employee involvement while ignoring the potential of collective and representational voice mechanisms (Brewster et al., 2007). (Dundon and Rafferty, 2018) used the controversial term "hyper-individualization of "Human Resource Management" to describe this situation. The authors stated that adopting a pluralistic perspective once more in human resource management study will aid in scholars' understanding of how "Human resource management" functions outside of the predominate paradigm of a "neo-liberal, Anglo-Saxon economy". Employee Voice literary texts are a case in point because the institutional and cultural context has such a big influence on the voice control at the organisation level (Wilkinson et al., 2018).

According to research in the areas of human resource management, workplace conditions, and organisational behaviour, employee voice considerably benefits organisations (Morrison, 2011, 2014; Mowbray, Wilkinson, & Tse, 2015). Employee voice is one of the key subjects of discussion in these areas of study. Theoretical frameworks and research techniques that academics apply to examine employee voice typically differ by discipline. For instance, speaking up is referred to as "voice" activity in the research on organisational behaviour (e.g., LePine & Van Dyne, 1998; Morrison, 2011, 2014; Van Dyne, Cummings, & Parks, 1995). Though, voice is not considered a behaviour by Human Resource Management experts, but rather "an option to having a voice" (Mowbray et al., 2015, p. 385). I intend to analyse employee voice research within the organisational success field in this study because some academics have argued that the conclusions and concepts of the organisational behaviour

patterns voice literature are particularly distinctive and distinct from that of other workforce contexts (Kaufman et al., 2015).

2.2 Basic Concept of Voice:

In recent years, (Maynes et al., 2014) have expanded the concept of voice and developed a comprehensive description. "An individual's personal choice and direct communication addressed towards persons inside the firm that is focused on influencing the context of the work environment," is what they define as "voice" on page 88. The authors also made a distinction between the four primary types of voice: supportive, supportive, destructive, and defensive. The focus of a supporting voice is on the freely expressed support for rules, laws, and the like connected to the workplace.

The primary goal of constructive voice is the unrestricted communication of thoughts and opinions to enhance the workplace. Defensive voice draws attention to the voluntarily expressed rejection of upholding the existing quo. The focus of negative voice is on willingly expressed, constant criticisms of the existing system, including detrimental or adverse opinions regarding workplace practises. In contrast to other conceptual frameworks about voice (Liang et al., Van Dyne & LePine, 2012), the framework considers destructive voice to be one of the drawbacks of voice.

Employee knowledge, abilities, and talents are likely to affect voice in addition to personalities. According to Lebel and (Patil, 2018), (Tangirala et al., 2013), Speech effectiveness, which measures how well an employee thinks they can use voice, is recognised as a crucial predictor of voice (Wei et al., 2015). (Grant, 2013) looked into the connection between voice and understanding of employees' ability to control their emotions. The study found that employees who are better at managing their emotions also tend to utilise voice more frequently. Premeaux and Bedeian's study shows that self is a vital quality for understanding speech. They found that whether or not employees self-monitor depends on the relationship between that behaviour and the influences of personality traits—which are the fundamental drivers of self-control and self-esteem—as well as contextual factors, like perceptions of upper management attentiveness and supervisor trust. Low self-esteem benefits from the connection, whereas high self-esteem suffers.

Additionally, I noticed a pattern in the research on controlling voice and attention. (Lin et al., 2015) discovered that while employees who really are prevention-focused are more to be expected to use prohibitive voice, and employees who seem to be promotion-focused seem to

be more likely to use blended promotive and prohibitive voice. In contrast to employees who would be focused on preventive, who place a higher priority on maintaining safety and eliminating inefficiencies, employees who would be focused on advancement are more likely to establish idealistic objectives and focus more attention to new opportunities. The importance of employees' participation and emotionally distant mindsets has been highlighted in numerous studies. (Kakkar et al., 2016) found a positive correlation between approach orientation and promotive voice but a negative correlation with prohibitive speech. Contrarily, avoidance orientation has a desirable link with the restrictive voice and an undesirable relation with the promotive voice.

Employees' prosocial motives must also be highlighted. (Lebel et al., 2018) found employees' interpersonal desire reduces the negative correlation among voice and supervisor distrust. The authors claim that employees are more motivated to act to correct a situation when they believe their supervisors are treating them unfairly. Similar conclusions were reached by (Grant et al., 2009), who found that high levels of voice are indicative of strong prosocial intentions in employees.

A range of behaviours that show an employee's sense of responsibility for the success of their organisations, departments, or clients can also boost voice. Numerous studies have shown the value of organisational consideration (Kim et al., 2013) employee group or commitment to the organization, started to feel obligation for positive development (Fuller et al., 2012), perspectives of personal and social accountability (Takeuchi et al., 2012), characterization with the organisation (Fuller et al., 2006), and affective organisational dedication (Tröster & van Knippenberg, 2012).

Following the completion of this research, (Liang and Farh, 2012) made the case that previous conceptualizations of voice had a tendency to emphasise the "promotive" aspects of employee speech, making it imperative to place more attention on the "prohibitive" elements of voice. Thus, "prohibitive voice and promotional voice" were proposed as two distinct types of speech by the authors. According to (Liang et al., 2012), the expression of original suggestions or ideas made by staff members to improve the overall effectiveness of their operational unit or firm is known as "promotional voice and "Prohibitive voice," according to (Liang et al., 2012), refers to an employee's expressions of worry about workplace rules, accidents, or employee participation that is detrimental to their employer.

2.3 Voice at workplace:

Workplace voice occurs when supervisors provide staff members the chance to express their thoughts and have their concerns and opinions proactively taken into consideration (Klaas et al., 2012). Workplace voice can indeed be formal—when ideas systems are created or grievances are addressed—or informal—when employees interact with their bosses. In his theory of consumer responses to disappointment with organization products and services, Hirschman originally proposed the concept of voice. He described it as "...any attempts at all to constantly change, rather than just to evacuate from, an unsuitable set of conditions, whether it be via independent and collaborative dispute to the administration finally in regulation, across attraction to a higher influence with the specific aim to attempt to persuade a transformation in management." In following research, speech was introduced in the context of the workplace and the analysis's unit was switched from customers to employees (Mowbray et al., Tse, 2018).

2.4 Affect, emotions, and beliefs:

Positive affect is likely to have an effect on employee voice. According to research by (Lam et al., 2014), there is a parabolic relationship between employee voice with positive emotion. More specifically, the findings demonstrated that low levels of trust at work hurt employees' ability to speak up because they would make them less likely to take action. Since employees who believe they are working effectively are not required to take the initiative, overly positive workplace impacts are inversely related to voice. According to the authors, positive effect will be at its strongest when it is at a phase that is regarded as intermediate.

(Lebel, 2016) argues that there is a nuanced link between voice and fear. A functional approach on emotions led the author to propose that voice depends on supervisor openness and could be positively correlated with anxiety of external threat. In contrast to internal disagreement, such as concerns about punishment by top management, employees' fear of external dangers (such as economical or industry downturns or mergers or acquisitions) may encourage them to share their opinions (e.g.). This is particularly true when workers believe that their superiors are very receptive to criticism.

2.5 Employee Voice and "Human Resource Management":

Realizing there are various ways to evaluate the existence of voice could be a step toward integration. Voice occurs throughout all macroeconomic (macro) level, is impacted by them, and can be studied at both the organisational or (meso) organisational levels as well as the (macro) individual level (Kwon et al., 2017). The regulatory framework that controls organisational voice policy is a component of the macroeconomic scale. At this level, we see that the bulk of Industrial relations experts focus on institutional components that differ between nations and regions, such as state assistance (Barry et al., 2014). The majority of Human Resource Management study is undertaken at the meso level, where it focuses on the voice systems that firms create and how frequently they actually use them. The field of organisational behaviour examines, at the micro level, six contrasts that include preferences, attitudes and perceptions emotions, and views to examine the individual drivers and repressors of speech (Wilkinson et al., 2018; Morrison, 2014). First and second levels are entirely concerned with speech technology, whereas the third level emphasises voice behaviour. The several levels of analysis are not in conflict against one another; instead, they are complementary. Only from the perspective that takes into account each level of analysis can voice be comprehended completely. As a result, we believe that a voice model that links and spans the various levels of analysis has scope for improvement.

Last but not least, there is a chance for voice researchers from many academic fields to collaborate in order to create voice possibilities for all workers, especially temporary workers, part-time, contract workers, unpaid interns, and those who are employed in the unorganized sectors (Adler, 2016; Kochen et al. 2019). Encourage Organizational Behaviour academics to consider how semi employees may differ from conventional employees in term of voice's motivating factors and outcomes, whatever this may mean for developing effective voice mechanisms. The same goes for experts in human resources management and industrial relations, who should take into account the challenges that non-traditional workers could run across while trying to be heard, such as low societal status and separation from other employees. Researchers may gain some valuable insight from experience in this endeavour.

2.6 Different forms of voice:

In the literature on organizational behavior and human resource behavior, direct Employee Voice is the kind that is most extensively studied (Nechanska et al., 2020). Employees can communicate directly with supervisors about their thoughts and opinions through direct employee voice, bypassing intermediaries like intermediaries (Holland et al., 2017). When viewed from the standpoint of organizational behavior, direct employee voice explicitly encourages employees to "communicate ideas, suggestions, complaints, or opinions regarding work-related matters with the objective of improving organizational or unit functioning" (Morrison, 2011). This raises the chance of creativity by enabling businesses to get fresh viewpoints and innovative ideas. According to this viewpoint, gathering comments on the workplace allows managers to identify issues, opportunities, and resolutions early on, accelerating the acceptance of innovations. (Fairbank et al., 2013).

Mechanisms for indirect employee voice include work councils, joint consultation committees, unions, and other forms of collective representation (Wilkinson et al., 2014). There is an increasing amount of material on indirect employee voice that is appearing from non-union sources (Bryson et al., 2019). But there has been a strong correlation between the idea of indirect employee voice mechanisms and the presence of collective bargaining at the organization (Addison, 2005; Bryson, Forth and Laroche, 2011).
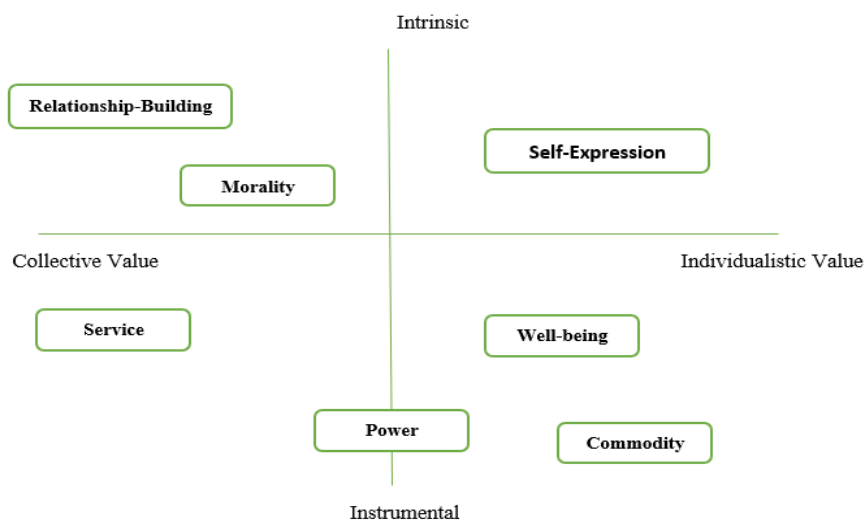

Figure 1: Alternatives of Employee voice in the organization

Lens	Purpose of Voice	Key Question	Outcomes	Key Challenges
Self-Expression	A channel for autonomy and establishing identity	How organizations create an environment that balances freedom of self-expression with organizational values	The ability to freely express oneself at work is connected to the argument that diversity of perspectives drives innovation and organizational effectiveness. Creating environments where employees can be their authentic selves in the workplace is likely to improve well-being and job satisfaction.	There need to be some boundaries in place to avoid reputational damage to the organization (Greene, 2015). These boundaries should be aligned with the organizational values.
Relationship Building	Relating to others and building social bonds	How can employers tap into views and concerns that are communicated between employees and not officially to management	People may be more honest about their concerns or organizational issues when having conversations with their co-workers, as opposed to when expressing them in a meeting or employee survey. These views may provide important insight into the current attitudes of the workforce, and uncover issues that would otherwise be unnoticed.	Responding to all employee feedback may help individuals feel that their voice is being taken seriously. However, the volume of voices to be captured presents a challenge of accessing those and managing responses. Creating flatter structures and developing managers to foster trustful relationships with their teams can also encourage more open conversations.
	Expressing emotions as a way of reducing stress	How can individuals listening skills and empathic leadership be developed	Understanding individuals' points of view can enable better, more balanced decisions to be	Listening and empathizing with people's day-to-day experiences is crucial to building trustful

Well-Being			made by avoiding assumptions being made about their circumstances. It can also reduce feelings of isolation, which has implications for wellbeing.	relationships between employees and their managers, but is a skill that does not come naturally to everyone. (Rane, 2012).
Morality	A sense of right and wrong	How can employers embed ethical values across the organization and proved clarity around the expected behaviours that align with these values?	Because of the subjective nature of ethics, its important for employers to communicate the accepted shared norms, and for employees to understand what they mean in context. This can provide a frame to shape peoples thinking and actions, for example, when faced with difficult decisions where there is no obvious right or wrong answer	Organisational leaders are responsible for role – modelling organisational values. Personal ethical values influence the way individuals enact the organization's values. (CIPD 2017b)
Power	Democracy or participation in decision-making	How can organisations benefit from involving different categories of workers in workplace decisions, while remaining efficient	Giving all workers equal opportunity to have a say in decisions that affect them in the organization can help more balanced and fair decisions to be made. (CIPD,2015)	Creating the illusion that employees can influence key decisions by providing opportunities for them to input, but then not taking their feedback into account, is likely to be counterproductive. Enabling people to have genuine voice required a supportive organisational culture and leadership.

Service	Serving others, for example through representation	Should organisations provide channels for voice that include all workforce groups to the same extent. How would this work in practice?	Not Addressing alternative points of view (no matter how challenging they are) can lead to homogenous thinking and ignorance of the what's important.	Hearing and accepting diverse voices challenging traditional structures and voice mechanisms such as trade unions (Greene, 2015). Despite increasing workforce diversity, existing voice processed do not necessarily meet the needs of all employee groups.
Commodity	Something that's traded (with an expectation of something in return)	How can technology be utilized in a way that empowers people but minimizes negative impact on individuals or the organisation?	Technology is creating opportunities for people to work much more flexible, such as through remote working and "gig" work. Securing short-term assignments via online platforms can provide autonomy and boost earnings. However, such forms of work are also linked to income insecurity and questions over worker right (CIPD 2017c)	Decisions about the use of technology in organizations need to take into account ethical considerations about the impact on people, rather than solely focusing on the improvement of organizational efficiency, without these considerations, the rise of email and social media use in the workplace can lead to negative outcomes, such as burnout from information overload or distraction from tasks.

2.7 Organizational effectiveness

The efficacy of an organization has been extensively studied in organizational science literature. To describe effectiveness of the organization and to pinpoint the traits of an effective organization, numerous studies have been carried out. However, there is not a consensus among all parties as to what the notion means (Eydi et al., 2016). Organization performance is a multifaceted term that can't be assessed using just one metric. Different researchers have used

various definitions of the notion. The four main techniques that have been identified are the competing value approach, the systems resource approach (SRA), the goal achievement approach, and the strategic constituency approach (SCA) (Potnuru and Sahoo, 2016). We took the competing value method into account for this investigation (CVA). Thirty Campbell-suggested measures of OE are divided into three groups of competing values, each set containing seventeen variables 1997. These sets of conflicting ideals are described in the work of Qinn and Rohrbaugh. According to CVA, the study's definition of organizational effectiveness includes the ability to make decisions quickly, think creatively, adapt to a changing environment, compete with rivals, use resources effectively, and retain people.

2.8 Employee voice and organizational effectiveness

An organization's effectiveness depends on how its employees behave (Rees et al., 2013). In order to assist an organization's effective operation, this additional role behavior is required (Organ et al., 2006). Studies show that employees' attitudes are more optimistic and their performance is higher when they feel they have many opportunities to raise issues with the management. The productivity and efficiency of the business are improved by incorporating employee voice (Wilkinson and Fay, 2011). Chances to voice out promotes quicker information communication, innovations, and efficient issue solutions (Bogosian, 2011). Positive voice behaviour should be encouraged because it may be effective in disclosing potential technology issues exist in a workplace environment and the solutions that may be crucial for the organization's best performance (Mayer et al., 2009). The employment of voice channels by management increases fairness of behavior and loyalty to the organization, according to some research (Guest, 2014). By doing so, a strong psychological contract is created between the company and its personnel. Effective guidance, a trusting connection with higher level management, and line manager support are important components in establishing "employee voice" in a company (Brown et al., 2005; Walumbwa and Schaubroeck, 2009; Rees et al., 2013). A strong voice encourages invention, production, and business expansion (Ruck, 2017).

2.9 Fairness and diversity of employee voice

Although diversity in the workplace is an important step toward increased involvement and social justice, these goals cannot be achieved via diversity alone. Instead, public institutions

must foster an environment that values diversity and fosters a perception among staff members of an equitable and inclusive workforce (Mor Barak et al; Sabharwal 2014The majority of research in this area has focused on how employees perceive diverse management and diversity climates, paying less consideration to variation in the environment as a spectacle that influences groups, despite the growing awareness of diversity climate among public administration scholars. The knowledge gap warrants further investigation since achieving social responsibilities and diversity management objectives inside firms requires a widespread, favourable perception of fairness and inclusion (Dwertmann, Nishii, and Van Knippenberg 2016).

Given these advantages, there is a need for more research on how public managers may encourage welcoming environments for all people. The fundamental components of organizational equality and inclusion that are relevant to the atmosphere of diversity are represented by managerial practices, which provide one theoretical solution. Workplace voice, consolidation, and teamwork are three such managerial approaches that we will be looking at in this article. Workplace voice evaluates how much managers allow staff to voice issues, worries, and complaints in order to improve organisations (Klaas, Olson-Buchanan, and Ward 2012); particularly the voice is relevant to public organisations as it represents a kind of democratic governance that benefits them. (Cho and Kim 2009; Kim 2002; Wright and Kim 2004).

Management has long been thought to be a severe talent of public organisations that tends to impede decision-making, creates uncertainty, and discourages taking risks. It is an upward central aspect of power in an organisation that concentrates upon decision-making power in senior management (Andrews 2010). Working as a team enables two or more people to collaborate for a common objective. Despite gaining less attention in the public management literature (Ali et al., 2021), teamwork offers an alternative to bureaucratic hierarchy for complex social aims. We believe that all three managerial approaches will have an effect on perceptions of justice and inclusion with relation to specific diversity because they have all been related in previous research to the essential components of organisational fairness or inclusion.

2.10 Managing Employee Voice

In the preceding part, the analyses how the Organizational Behaviour and Human Resource Management /Employee relations disciplines defined employee voice and demonstrated how these definitions varied or converged in certain areas. We also identified opportunity to expand the research on employee voice through our review. We now move our focus to the elements, or antecedents, that motivate employees to speak up. These factors can range from skill and staffing levels to the impact of worker best interest as well as the regulatory frameworks (Gollan and Xu; Marchington 2014; for a conversation of a wider variety of Human Resource Management /Employee relations factors) through to personal characteristics, emotions and beliefs, and organizational perceptions and attitudes (Klaas et al., 2012) and (Morrison, 2014) and for scope of Organizational behaviour preceding factors). The scope of this paper does not allow for a thorough review of these. In order to highlight a common element between both the Organization Behaviour and Human Resource Management /Employee relations subject areas, we emphasize the management-employee relationship in this paper. To do this, we include an evaluation study of Organizational Behaviour and Human Resource Management /Employee relations research that have examined its monitoring of employee voice, such as voice environment and leadership.

2.11 Employee voice in Information Technology sector

The extended and extremely competitive environment that forces businesses to work tirelessly to succeed is one of the main problems that organizations confront today (Hosseini, Saeida Ardekani, & Sabokro, 2021). Thus, trustworthy communication between managers and employees is necessary (Gao, Janssen, & Shi, 2011). For a company to succeed, its employees' perspectives on competing to stay at the top are vital (Kok et al., 2016). Thus, employees have the chance to express their thoughts through the idea of speech, yet it seems they're now capable of doing so in any circumstance. It's essential to support their right to express themselves as a result.

Given that not all employees are viewed as a source of economic advantage for the company, knowledge-based firms make investments that can improve the engagement of knowledge workers (Khanmoradi et al., 2020). (Welbourne, 2011) says that it is also obvious that organisations are growing and evolving when staff members exhibit activity knowledge as

opposed to acting like robots performing a single, monotonous task (Welbourne, 2011). Hirschman's classics provided the best explanation of voice, stating that it was an effort to enhance a difficult circumstance rather than a desperate attempt to escape it. Employee voice has been a popular research topic for more than 200 years, but until Freeman and Medoff's study in 1984, In trade unions, only conservatives were aware of it (Kaufman, 2015).

Employee voice research has seen a significant rise in attention recently, and scholars from a wide range of disciplines have discovered the components connected to employee participation in employee voice and its consequences on businesses (Mowbray et al., 2015). Employee input is important since it is a solid motivator for wise choices and organization achievement (Morrison et al., 2011). For early detection of serious concerns, employee involvement is also beneficial (Detert & Burris, 2007). New systems for employee voice within organisations quickly developed as a result, including independent teams, suggestions, and open-door policy that were more participatory (Wilkinson et al., 2014).

The voice is described as an optional or formal expression of opinions, ideas, proposals, and methods regarding changes or improvements to a business, a group of people, or an individual (Bashshur & Oc, 2015). Occasionally, while addressing effectiveness in professional domains, the voice is viewed like an elective speech (Liang et al., 2012). Voice behaviour, not criticism, serves to highlight effective statements (Hu et al., 2018).

Employees do not disagree about the organisational voice because it is a constructive behaviour that helps the organisation grow its structure. Typically, both internal and external managerial power are represented in the organisational voice. Organizational resistance and authority are distinct from one another. The organisational opposition contains reports of inappropriate behaviour at particular units, while the organisational voice discusses useful suggestions for streamlining the current hiring procedure (Boxall et al., 2018). It should be distinguished from the topic of organisational voice because the other idea merely conveys displeasure and does not always offer any useful recommendations (Holland et al., 2019).

Employee voice is defined as the manner in which employees' concern is increased and the strategies, they apply to successfully address their issues. According to (Morrison et al., 2011), the current restriction necessitates a greater emphasis on the message type and data transformation. (Burris, 2012) recently served as a reminder of the improvement-oriented voice meaning by identifying speech and threat elements as two types of challenging voice to

enhance existing circumstances (Burris, 2012). (Maynes and Podsakoff, 2014) have collected significant sample of "employee voices" and responsible indicators of voices in order to extend it to 4 types of voices. It has the same voice of encouragement in it (Burris, 2012).

The voice presents two difficulties, which are as follows: First, a speech is a persuasive voice that attempts to make things better. The second difficulty is reassuring voice acknowledged as improvement that discusses dangers to the current situation while stabilising tactics and compresses. Additionally, a large collection of indicators and patterns for four distinct voice kinds has been created by (Maynes and Podsakoff, 2014). The voice of encouraging is the same as that of (According to Van Dyne et al., 1998), the productive voice is identical to the voice of communality. The defensive voice opposes adjustments to work policies and other things. Even when changes are required and the ideas are criticised, the voice is entirely opposed (Maynes & Podsakoff, 2014)

They propose for a more flexible interpretation defining employee voice as voluntary data collected with the intention of assessing workers' satisfaction at their workplace environment (Mowbray et al., 2015). However, there is no clear method for voices because they highlight issues and challenges outside of organisational structures and arise during casual conversations between the management and the employees (Mowbray et al., 2015).

According to studies on human management, management is the purpose of voice. For the creation of voice opportunities, manager trust is a crucial component. One particular group that has an impact on employee voice and its outcomes is managers. Employees initially assess the situation's suitability (i.e., is it OK to speak or not?) before the voice appears. In order for employees to take risks for voice, they must first interact with management, hence doing so is essential (Huang & Paterson, 2017). Managers are not the only group of people that have influence, though. The line managers are an effective group that conducts themselves as managers. They can create an environment where the voice is destroyed, used, or avoided entirely (Townsend, 2014).

Some factors, in accordance with (Pohler and Luchak, 2014) can close that gap among employee voice and necessary attention. These components come together to create a unique component that encourages Voice of an employee (Islam et al., 2019). Employees use two distinct methods to voice their unhappiness. They first leave the company. Second, they talk

about their recommendations for how to resolve the problem (Crant et al., 2011). As per (Grant, 2013), the employees use effective coping techniques while positively expressing their ideas.

According to the literature on employee voice in human resources management, leaders and managers construct the system while senior management typically makes difficult decisions regarding employee voice. As a result, this circumstance offers researchers a chance to collaborate and develop content (Hosseini & Sabokro, 2021).

Knowledge workers contribute financially to the creation and distribution of invisible sources (Tajpour et al., 2019). Therefore, they must be specialists with an advanced degree. They are working hard to improve their world perception and rectify their behaviour in order to perform better. They are self-motivated, do not care about money, cannot be bought off, do not require money or technology to perform, and have a sense of responsibility for their work's improvement (Greene, 2006). This special feature encourages knowledge workers to approach their work with a problem-solving mindset. Education is another characteristic of knowledge workers (Tajpour, 2021).

Draker claims that learning and experience are interconnected and essential elements for both recognized and restricted fields. Skilled workers assist educational specialists in modifying the educational system to deliver the technical development that clients and businesses desire (Stromquist et al., 2007). The transition of knowledge from production to process will occur if the organisation makes the key area obvious (Tajpour & Hosseini, 2021a). Knowledge employees now have the job of locating the activation process (Massey et al., 2005). The project will show how the anticipated work turned out (Liu & Wu, 2008). Future opportunities to progress and speak up are better for respectful employees (Chen et al., 2018).

When employees are satisfied with their employment, internal desires prevail against external factors (Chamberlin, 2017). If the supervisor wants to hear the opinions of the staff, they must voice and take part in decision-making processes (Holley, Wu, & Avey, 2019). According to Strauss, the idea of voice is weaker than concepts like cooperation in terms of the voice impact. Even when employees don't produce the desired results, the voice still has an impact on management, even when it doesn't demonstrate collective power or influence. Then, finds a means to address the problems of the employees and defines the employee voice is a win-win situation for the majority of the company's challenges.

Employees who have more authority might voice out more and accept their position as such, as per (Tangirala et al., 2013). Voice is an extreme form of behaviour that is actively selected to express powerful opinions that will help the issue (Mowbray et al., 2019). Researchers believe that speech behaviour and employees' efficacy are positively correlated, as seen by a person's or organization's advancement in results (Hyman, 2018).

2.12 Conclusion

Employee voice is a critical component of "human resource management" for a business, and it is essential for sustaining comparative advantage in the market and enhancing organisational performance. Service-oriented businesses are growing, placing a greater emphasis mostly on talent and abilities of their personnel as a result of the development of the business environment and technological advancements. With all such progresses, there are organisations that are supporting administration of "employee voice" through methods other than employee unions. In information technology organisations, managing "employee voice" is a complicated subject, and various factors influence the channels of communication and the results of various forms of employee representation. The administration of employee voice in information technology, which has been explored in prior literature, was examined in this chapter along with its many components and results. The assessment of such literature has laid the framework for more in-depth investigation of the topic and execution of the study. The research technique for the examination of the impact of employee voice on organisational success in the information technology sector will be covered in the following chapter.

CHAPTER - 3
METHODOLOGY

3.1 Introduction

This chapter discusses the approach used to conduct the study in order to meet the goals that will be covered in chapter one. An overview of the research studies on employee voice within information technology organisations was given with in review of the literature in the previous chapter. In order to contribute to the body of knowledge on the effects of employee voice in the information technology sector, this chapter discusses the methodology that will be used for the research.

3.1.1 Research Question

Employee voice within an organisation is impacted by a variety of circumstances, but research on how this voice affects organisational effectiveness in the IT industry is lacking. The main conclusion of this dissertation is presented in this summary.

● How Employee Voice is impacting the success of an organization in the Information Technology sector?

3.1.2 Objectives

- To validate the potential factors affecting employee voice in IT sector.
- To understand why employee voice is critical for long-term organizational success in the modern world.
- To critically analyse how IT sector are integrating and activating employee voice.

3.2 Research Approach

This study looks at how employee voice affects an organization's capability to succeed in the information technology sector. In directive to do this, researcher looks through the literature to find potential influences on employee voice. The potential components that have been found and their connections to certain employee variables have helped this study's goal to be

20

achieved. This indicates that the research is explicative and that linkages and impacts are demonstrated (Kane et al., 2005). Both experimental and non-experimental research methodologies can be used to examine such research. The researcher in this study is using non-experimental quantitative method because it is a suitable study method for evaluating and confirm a formulated hypotheses within the constraints of time and resources, even though experimental procedures could be a wise decision for research approach to evaluate the hypothesis. The quantitative research techniques are unbiased and offer a logical interpretation of the problem. They are logical techniques that emphasise prediction while explaining the facts and presenting the current situation as statistics (Kaplan, 2004). They are focused on making observations of the current condition and drawing inferences regarding testing hypotheses (Kaplan, 2004). The quantitative methodology instead uses an independent set of reference and excludes subjective opinions about people (Neuman, 2004). The realistic paradigm of research is used in this study, thus while the research scenario is observed objectively, it is acknowledged that the researcher's information will assist in generating the findings (Aliaga et al., 2000).

3.3 Data Collection

Surveys of personnel working for organisations in the information technology sector are used to gather data for this study. Surveys are a useful method for testing hypotheses, thus this study will be a suitable fit for this (Kane and O'Reilly-DeBrun, 2005). Asking questions concerning the hypothesis is a typical strategy for generating a high number of responses. The surveys were both analytical and descriptive in character to assess the significance of the identified parameters and comprehend their interaction with specific employee variables within the organisation. Analytical surveys, in contrast to descriptive surveys, assist in determining the types of cause-and-effect linkages that exist between two components (Kane and O'Reilly-DeBrun, 2005). Descriptive surveys are useful for comprehending the current condition. The poll provided the employees' viewpoint on what they believe to be the most crucial elements and how much these elements vary depending on the individual employees. Online questionnaires were distributed to the sample group as part of surveys that were conducted in this manner. A higher response rate was guaranteed by the online survey, which also assisted in gathering and storing data for later data analysis during the study.

The questions were made to ask about their employment background and history. Along with rating the importance of the highlighted factors affecting employee voice within the organisation on a Likert scale, the survey also asked employees to assess their own importance. The Likert - type scale will be made to include responses regarding the weight of each aspect, from least to most essential, on a scale of 1 to 5. Based on a review of the literature, potential influences on employee voice were found.

In Appendix 1 in the dissertation, you may see the complete questionnaire that was utilised for the study. Employees in Ireland's IT sector are included in the survey sample population. A sampling size of 100 individuals was chosen through non-random selection. Fully finished survey replies are anticipated from this group. Following completion of the survey, the responses were compiled and saved for later study.

3.4 Ethical Consideration

Keeping all the factors in consideration such as confidentiality, voluntary participation, and informed permission. The data collected will not be used for any other external use and the data collected will be secured through password protected system. The personal data such as the employees name, Gender, age and salary will not be disclosed. Primary research complies with ethical requirements relating to data privacy, participant identity protection, and voluntary involvement. The target group's consent is obtained before data collection begins, and participants' autonomy has been properly protected. In order to prevent data theft and unauthorized access to data, data is secured in a password-protected system. Requirements of secondary research are also met by using in-text citations, excluding unpublished data, and refraining from plagiarism (Bryman, 2016).

3.5 Data Analysis

Both descriptive and exploratory statistical data analysis are part of the study of the survey data. The descriptive analysis provides the mean, median, and mode for each of the survey's Likert scale ratings as well as broad demographic information about the population. Statistical analysis is appropriate for data gathering in studies involving surveys since it aids in establishing the relationship among collected data (Cohen et al., 2013). Exploratory statistics used correlation analysis to show the connections between ratings and the connections between

each rating and other variables like the employee's employment history and other profile information. In order to establish what relationships were most crucial for the study, a significance level each of the connections was evaluated. To determine the ultimate variables influencing employee voice in the IT sector, the survey results were thoroughly discussed.

3.6 Limitations

Because non-random sampling was used to choose the study's sample for data collection, there are certain limitations. This could lead to bias in the information which the research offers. Another issue in the study is the small sample size, which makes it impossible for results to be generally applicable to the entire population. This study's quantitative research approach offers a broad overview of the topic, but it does not delve further to examine the variables that might have an impact on employee voice. The approach to quantitative research has this drawback. Given that the investigation's scope was restricted to Dublin, it is questionable whether the findings can be generalised to the entire nation and to all international corporations operating in Ireland.

3.7 Conclusion

The research methodology and strategies used in this research are discussed in this chapter. This gives a context for the study's design and an outline for how to analyze the findings. The outcomes of the study's data collecting are examined in the following chapter.

3.8 Research Time Line

The last component of a study is the time horizon. In the research, potential approaches are taken into account. According to (Saunders et al., 2012), many papers are based mainly on groups of populations because of time restrictions associated with these activities. This type of study is based on a certain time, whereas additional study occurs over significantly longer periods of time. The information for this questionnaire study will be gathered in 100 sample size over a 2-week period to allow for feedback from the sample, then it will be gathered and evaluated for another 1-week period to also include inputs into SPSS. As a result of being under extreme time constraint from working from home and finishing a level 9 Masters course, it was decided to use such cross-sectional technique.

3.9 Research Plan

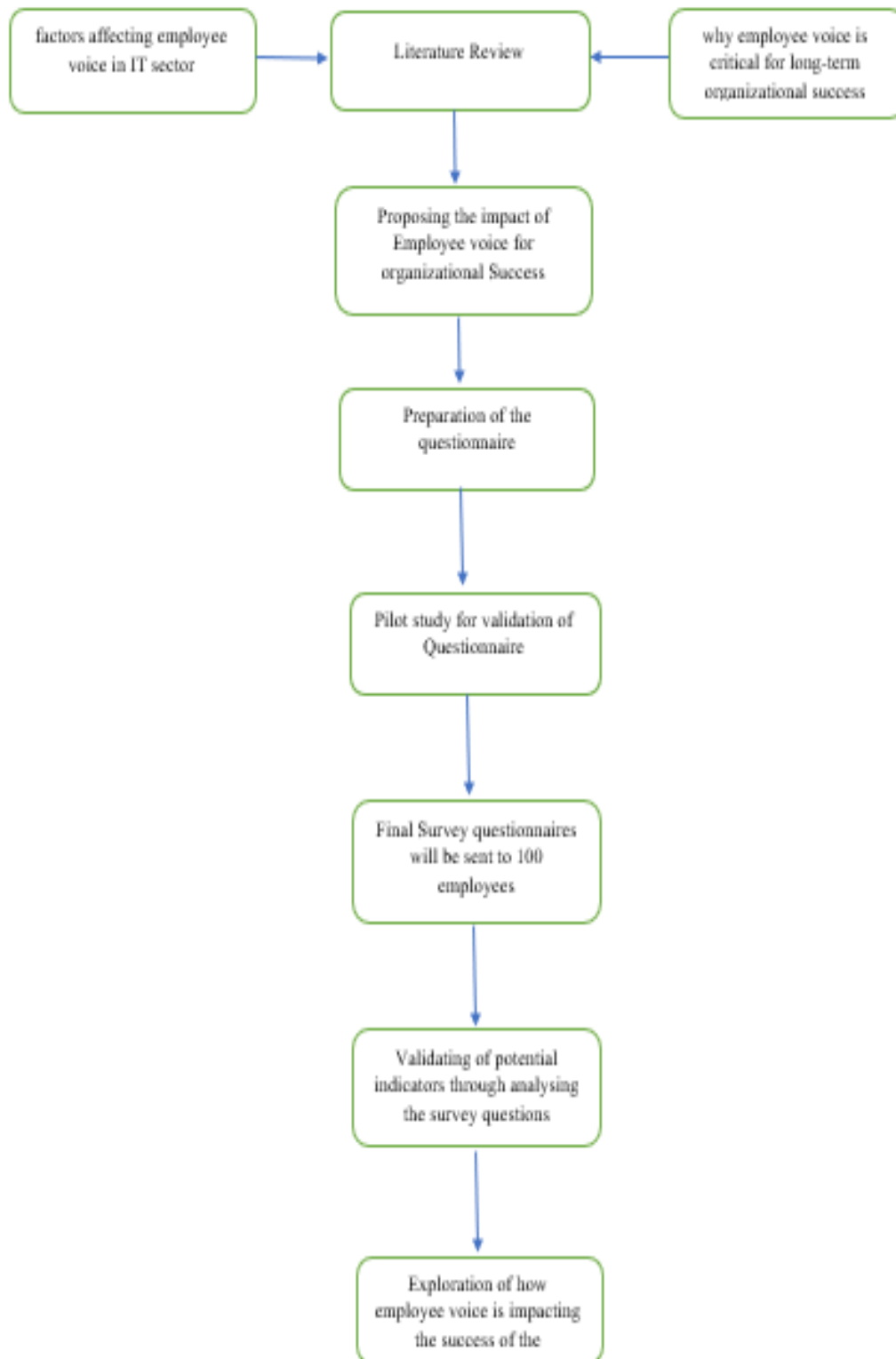The following is a list of the actions that were part of the research plan:


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┌─────────────────────┐      ┌─────────────────┐      ┌─────────────────────┐
│ factors affecting   │ ───► │ Literature      │ ◄─── │ why employee voice  │
│ employee voice in   │      │ Review          │      │ is critical for     │
│ IT sector           │      │                 │      │ long-term           │
│                     │      │                 │      │ organizational      │
│                     │      │                 │      │ success             │
└─────────────────────┘      └─────────────────┘      └─────────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Proposing the   │
                             │ impact of       │
                             │ Employee voice  │
                             │ for             │
                             │ organizational  │
                             │ Success         │
                             └─────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Preparation of  │
                             │ the            │
                             │ questionnaire   │
                             └─────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Pilot study for │
                             │ validation of   │
                             │ Questionnaire   │
                             └─────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Final Survey    │
                             │ questionnaires  │
                             │ will be sent to │
                             │ 100 employees   │
                             └─────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Validating of   │
                             │ potential       │
                             │ indicators      │
                             │ through         │
                             │ analysing the   │
                             │ survey          │
                             │ questions       │
                             └─────────────────┘
                                      │
                                      ▼
                             ┌─────────────────┐
                             │ Exploration of  │
                             │ how employee    │
                             │ voice is        │
                             │ impacting the   │
                             │ success of the  │
                             └─────────────────┘
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Figure 2: Research Plan

CHAPTER - 4

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction:

When a researcher must choose what data to obtain and by who or how, based on a primary study topic, data analysis begins at the very start of the subject of the study (Charney, 2015). The study's major objective is to determine how employee voice impacts organisational effectiveness. Following the data collection process, this chapter presents the analysis and conclusions of the questionnaire responses.

The findings from the research's surveys are discussed in this chapter. People who worked in Ireland on a full- time basis were given an online survey questionnaire, and their opinions on employee voice and its sources were recorded. A total of 62 replies were obtained for the survey, which was open from July 21st through August 6th, 2022. The findings of the survey are presented in three sections in this chapter. The participants' basic information is provided in Section one. The efficiency of the channels for employee voice within the respondents' organisation is discussed in Section two as well. The evaluations that respondents provided about the variables influencing employee voice are presented in section three. The extensive correlation analysis in Section four shows how numerous variables relate to the participants' ages, job experiences, and ratings of the employee voice channels inside their respective organisations.

4.2 Basic Information about Participants

The participants' basic information is gathered in order to comprehend their backgrounds and determine whether or not they might have an impact on the main conclusions regarding the elements that influence employee voice in the information technology sector. Age, sexuality, professional experience, and company information were all provided.

Using the SPSS programme, the data was determined and analysed. Frequency table was utilized to examine each questionnaire question separately, and bar charts and graphs were also made. The relation between the various study variables has been established using Pearson's correlation.

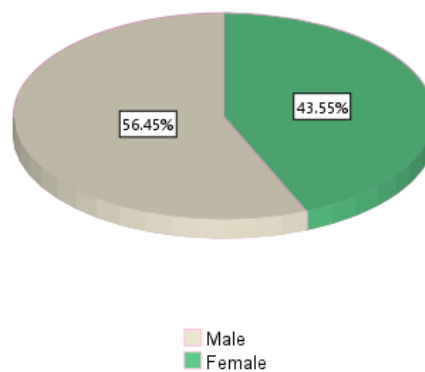|		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	**Male**	35	56.45	56.45	56.45
	Female	27	43.55	43.55	100.0
	Total	62	100.0	100.0	

Table 1

Gender

Chart 1

In this study, the survey data was primarily obtained from the respondents in Ireland. From the above chart 1, 56.45% of responses were obtained from male and 43.55% of the responses were obtained from female. However, in contrast to female responses, male responses are slightly higher.

In the tech industry, diversity is essential because it helps businesses to develop better, environmentally friendly products that take into consideration the requirements of the entire population, not just a particular segment. Additionally, a 2020 analysis from McKinsey indicated that diverse firms outperform those that do not emphasize diversity and inclusion in terms of performance, hiring superior talent, employee engagement, and staff retention. In spite of this, women are still significantly underrepresented in IT jobs (Sarah. K White, 2021).

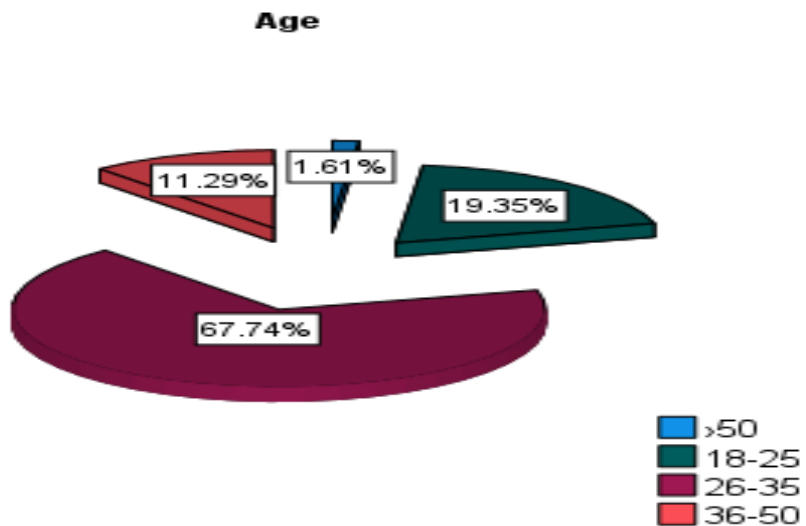| Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	›50	1	1.6	1.6	1.6
	18-25	12	19.4	19.4	21.0
	26-35	42	67.7	67.7	88.7
	36-50	7	11.3	11.3	100.0
	Total	62	100.0	100.0	

Table 2

Age

Chart 2

The above chart represents the age of the participants took part in the survey. 1.6% of the employee are above 50, 11.3% of the employees age is in between 36-50, 19.4% of the employees age is in between 18-25 and the majority of 67.7% of the employees are in the age between 26-35. Employing a younger generation of employees known as the "younger generation" is an unusual feature of modern enterprises. The millennial generation has numerous traits that are noticeably different from preceding generations. They are apprehensive about business trends and scattered social and political developments (Deloitte, 2018).

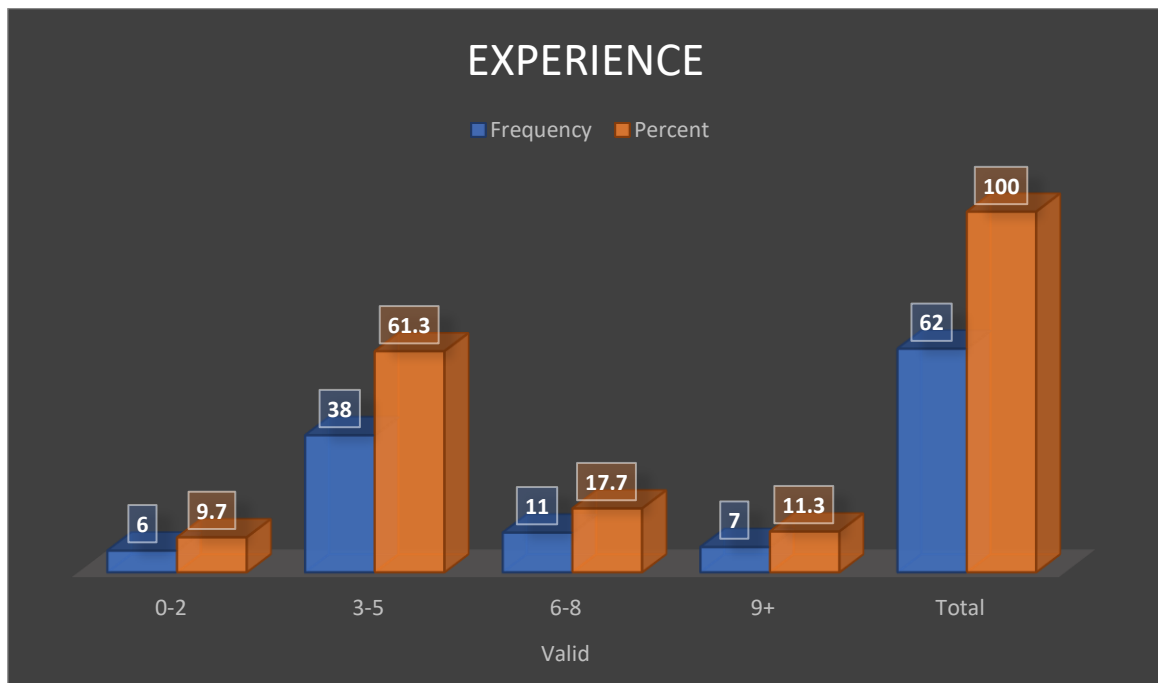| Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	6	9.7	9.7	9.7
	3-5	38	61.3	61.3	71.0
	6-8	11	17.7	17.7	88.7
	9+	7	11.3	11.3	100.0
	Total	62	100.0	100.0	

Table 3

Chart 3

The above graph represents the experience of the employees who took part in the survey. 9.7% of employees experience is in between 0-2, 11.3% of employees experience is in above 9 years, 17.7% of experience of employees is in between 6-8 and majority of the employees experience is in between 3-5.

		Frequency	Percent	Valid Percent	Cumulative Percent
Company Size	**100-500**	8	12.9	12.9	12.9
	1000 or more	31	50.0	50.0	62.9
	50-100	9	14.5	14.5	77.4
	500-1000	14	22.6	22.6	100.0
	Total	62	100.0	100.0	

Table 4
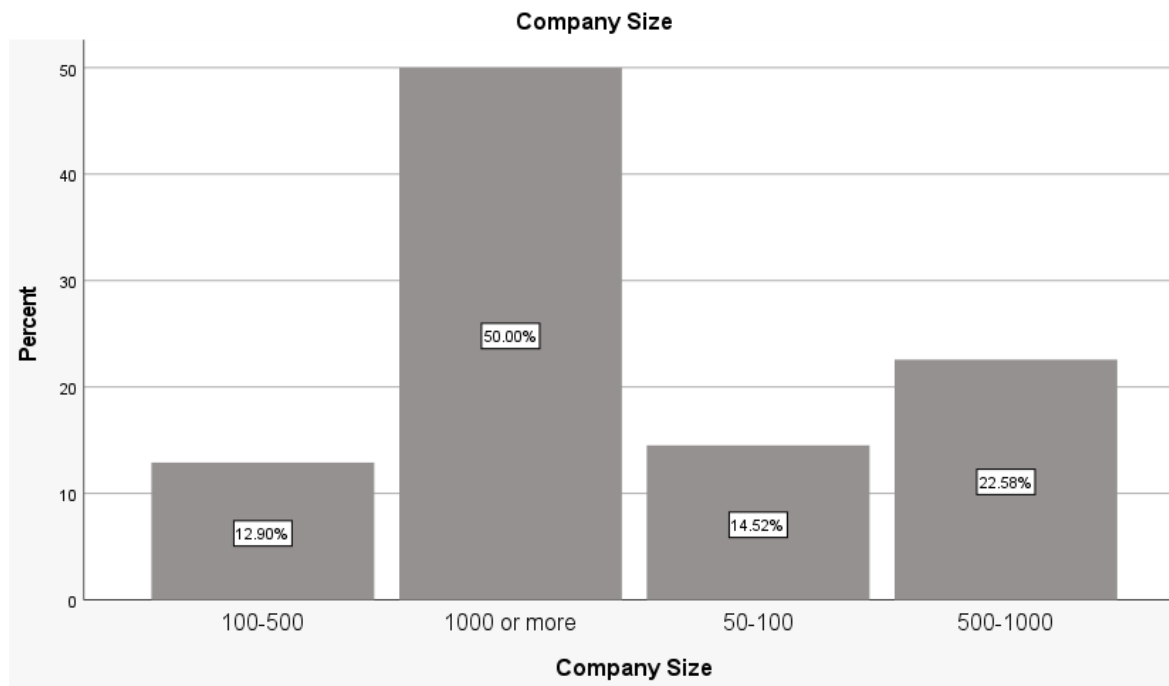
Chart 4

In the above chart it is represented that the 50% of the employee's company size is more than 1000 and 22.58% ranges from 500-1000, 14.52% are from 50-100 and 12.90% of the employees' company size is in between 100-500. The majority of the employees company size is more than 1000. Large industries could benefit from the technology already in place and their size, which would increase employee retention (Bartik et al, 2020). Large companies may have access to greater resources or finance in industries with weak demand and low remote ability, enabling them to withstand the challenging circumstances. However, compared to smaller businesses, huge corporations are also better able to direct their funds to divisions that are less affected, which increases the uncertainty for employees who undertake face-to-face job.

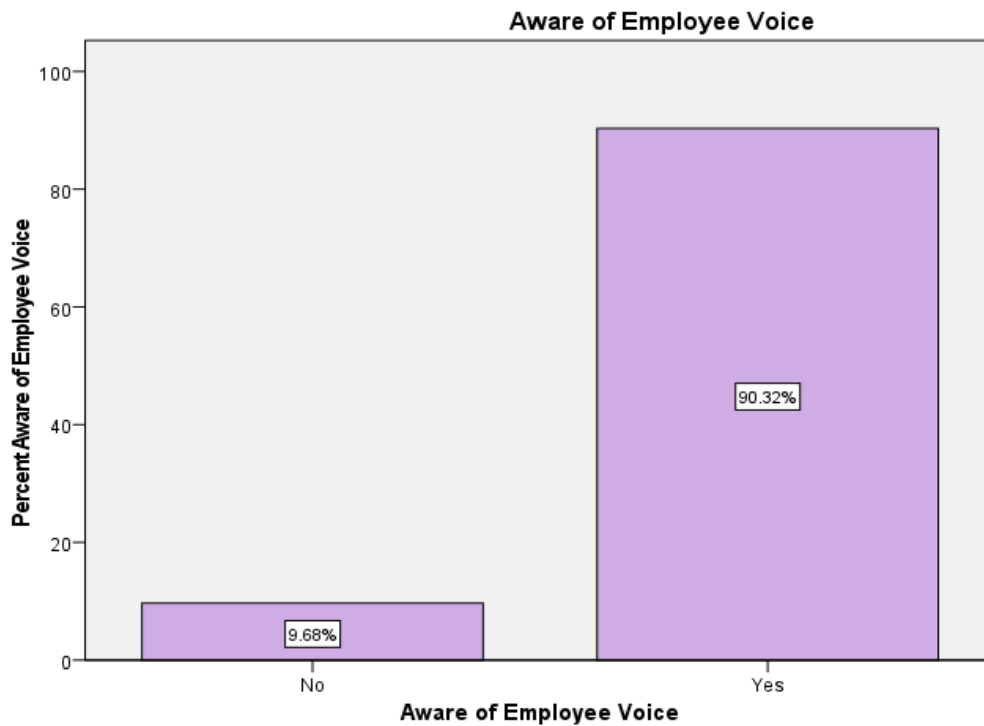| Aware of Employee Voice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	6	9.7	9.7	9.7
	Yes	56	90.3	90.3	100.0
	Total	62	100.0	100.0	

Table 5

Chart 5

The above chart represents that 9.68% of the employees are not aware about the employee voice and 90.32% are well aware about employee Voice in the organization.

Employee voice is the method by which people express their views with their employers and participate in choices that affect them at work. Employers and their workforce can develop open and trustworthy relationships as a result, which can boost organisational success (CIPD, 2022).

Why Employee Voice is Important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Building Trust and Relationship	30	48.4	48.4	48.4
	Increase Productivity	10	16.1	16.1	64.5
	organizational Improvement	22	35.5	35.5	100.0
	Total	62	100.0	100.0	

Table 6

Why Employee Voice is Important
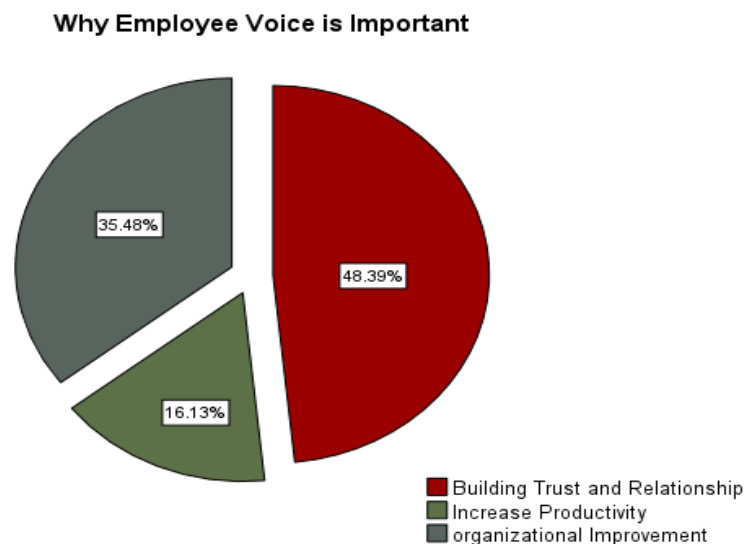
Chart 6

The above charts represent the importance of employee voice in the organization. From the data collected 16.3% of the employees agrees that the employee voice is important to increase the productivity, 35.48% of the employees answered that employee voice helps in organizational improvement and majority of the employees of 48.39% thinks that employee voice builds trust and relationship between the employees and the employer. By examining the respective contributions of trust in the organization and the employee relation in moderating the way employee voice is related with employee engagement, the current study seeks to improve knowledge of the linkages that underlie the voice-engagement link (Rees C. et al., 2013).

	Factors Affecting Employee Voice				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Age	4	6.5	6.5	6.5
	Gender Discrimination	5	8.1	8.1	14.5
	Number of years of experience	23	37.1	37.1	51.6
	Position in the organization	30	48.4	48.4	100.0
	Total	62	100.0	100.0	

Table 7
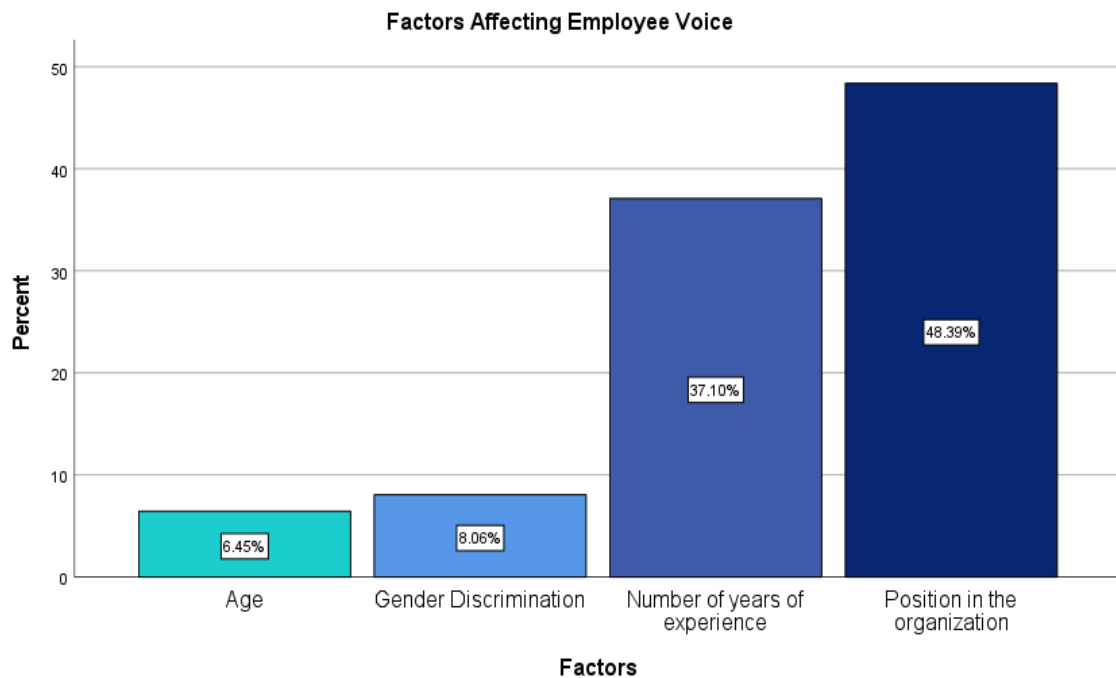
Chart 7

From the above graph it is clear that the 6.45% of the employees think that age of the employee is the factor affecting employee voice, 8.06% of employees answered that it might affect because of gender discrimination, 37.10% of the employees thinks that employee voice is affected by the years of experience in the company and the majority of 48.39% of the employees says that employee voice is affected by the position of an individual in the organization. Employee organisational commitment is significantly influenced by their employment position (Chiehwei Hung, 2016).

Are you able to express your views and suggestions at work				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	14	22.6	22.6	22.6
	Somewhat Agree	24	38.7	38.7	61.3
	Somewhat Disagree	1	1.6	1.6	62.9
	Strongly Agree	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Table 8
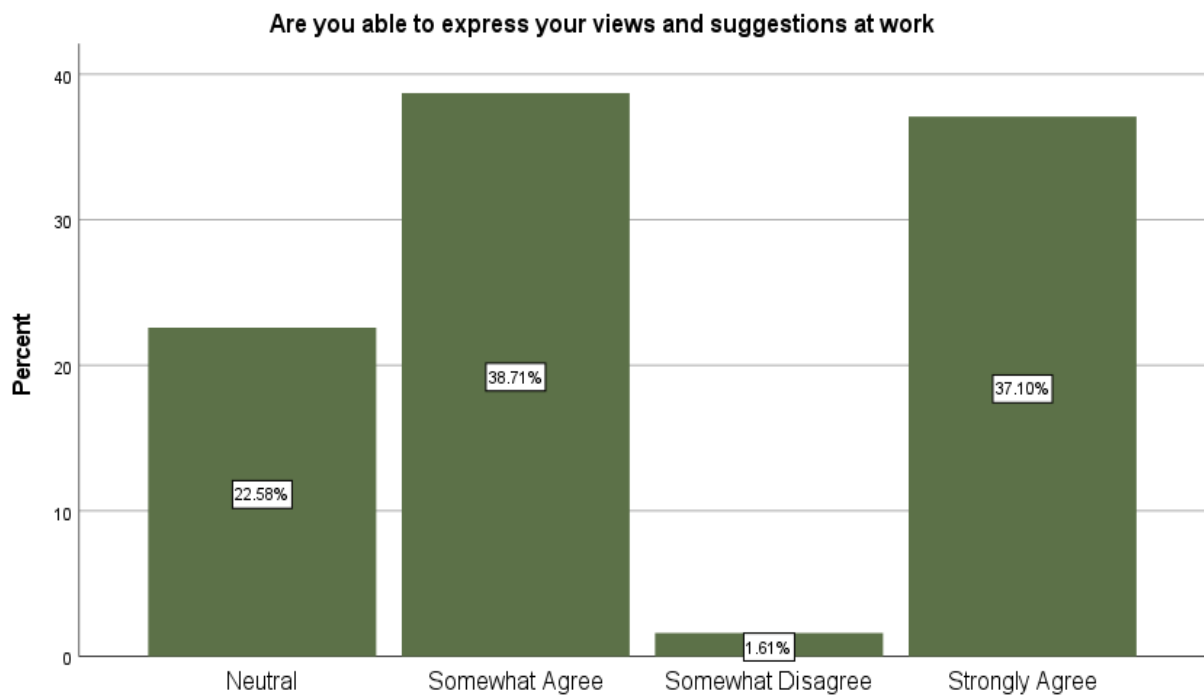
Chart 8

The above chart represents if the ability for employees to voice their opinions and views at work. Out of 62 respondents 1.61% of the employees somewhat agrees, 22.58% of the employees are neutral, 37.10% of the employees strongly agree and 38.71% of the employees somewhat agree that at work, individuals had the opportunity to share their opinions and thoughts.

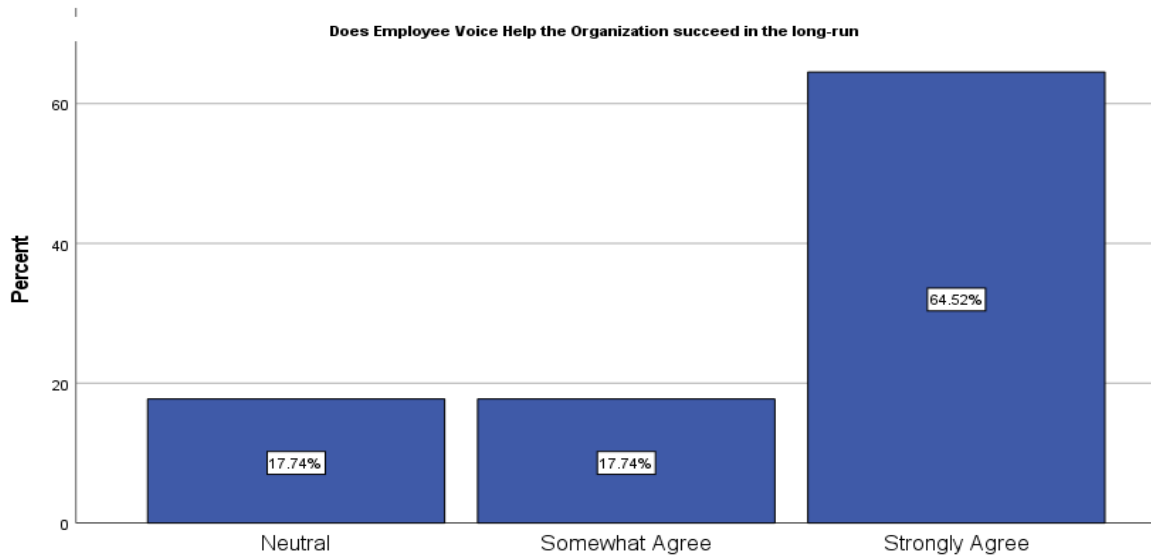| Does Employee Voice Help the Organization succeed in the long-run				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	11	17.7	17.7	17.7
	Somewhat Agree	11	17.7	17.7	35.5
	Strongly Agree	40	64.5	64.5	100.0
	Total	62	100.0	100.0	

Table 9

Chart 9

The above graph is the representation whether employee voice helps the organization to succeed in the long-run. 17.74% of the employee neither agree nor disagree, 17.74% of the respondents somewhat agree and majority of 64.52% of the employees strongly agree that employee voice helps the organization to succeed in the long-run. The ability of an organisation to ensure employees feel heard is said to be a significant factor in organizational success, according to a growing body of studies. Providing employees, a voice is essential for developing a staff that is happy, productive, and engaged. If an employee doesn't feel like their participation is important to decision-making, they won't be willing to share their concerns, worries, or ideas (Emplify, 2020).

| If you have ever voiced to the management regarding organizational success in the past, how satisfied are you with the response				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	8	12.9	12.9	12.9
	Extremely Satisfied	13	21.0	21.0	33.9
	Neutral	18	29.0	29.0	62.9
	Satisfied	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Table 10

If you have ever voiced to the management regarding organizational success in the past, how satisfied are you with the response
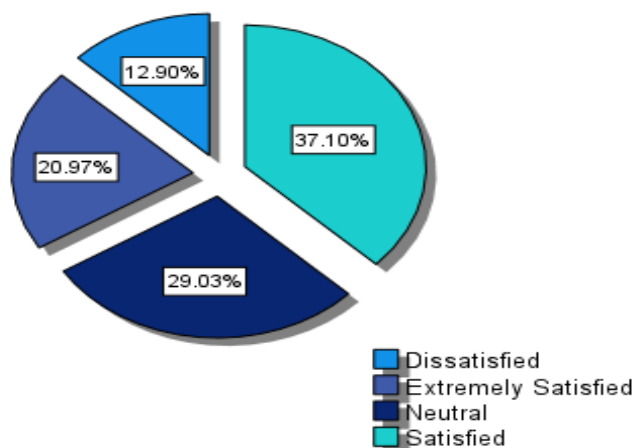
Chart 10

The above table and chart represent the satisfaction level of the employees when they have raised concerns to the management. From the responses received through survey 37.10% of the employees are satisfied with the outcome when they have raised concerns or if they have voiced in the past, 29.03% of the employees feel neutral, 20.97% of the employees are extremely satisfied with the outcome and 12.90% of the employees are dissatisfied, the majority of the staff members are happy with the result. The research also shows that although organizations value feedback from employees ethically, it is not prioritised or put into practise. If the employee voice is not heard, it can result in irritation, discontent, and occasionally even public revolt. Thus, it is essential to pay attention to employee Voice (Wilkinson et al., 2018).

Are you encouraged to express your views and suggestions at work				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	16	25.8	25.8	25.8
	Most of the time	25	40.3	40.3	66.1
	Sometimes	17	27.4	27.4	93.5
	Very Rarely	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

Table 11
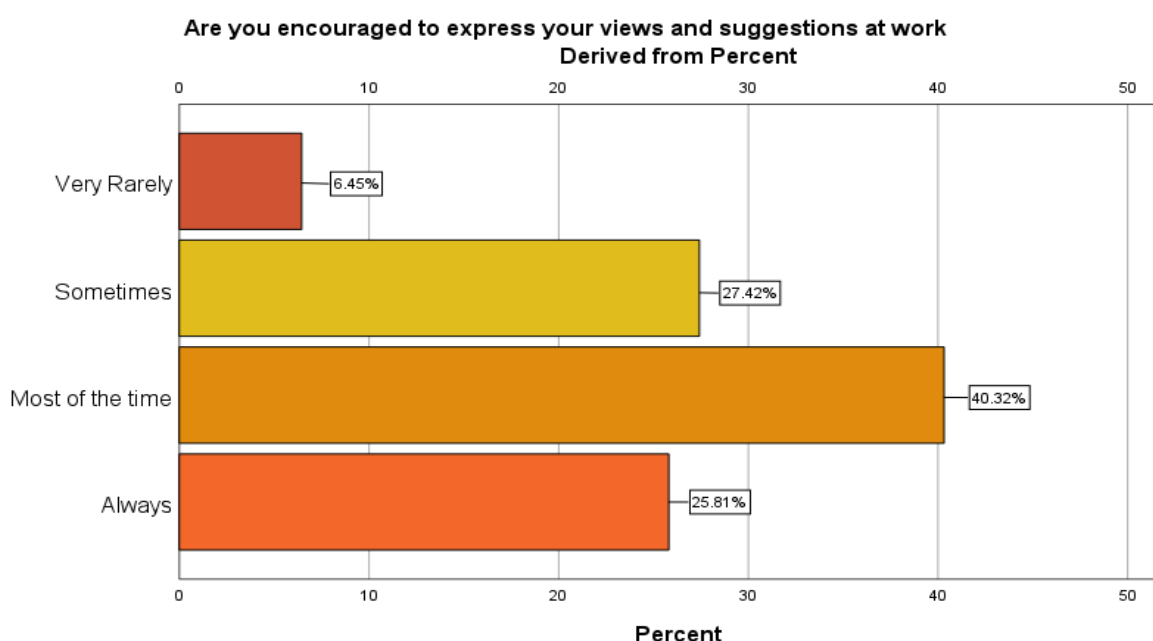
Chart 11

The above chart is a representation whether employees are encouraged to express their views and suggestions at work. 6.45% of the employees are very rarely encouraged to express, 25.81% of Employees are constantly encouraged to share their opinions and suggestions; also, 27.42% of employees' opinions and suggestions are occasionally encouraged, and 40.32 % of employees were encouraged to do so at work. Recently, researchers began examining the consequences of honesty at work. One study indicated that employees' job satisfaction, participation, and self-reported performance are all positively correlated with their sense of authenticity (Vanessa Buote, 2016).

Can you express your views freely without any fear of negative consequences				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	17	27.4	27.4	27.4
	Most of the time	12	19.4	19.4	46.8
	Sometimes	24	38.7	38.7	85.5
	Very Rarely	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

Table 12
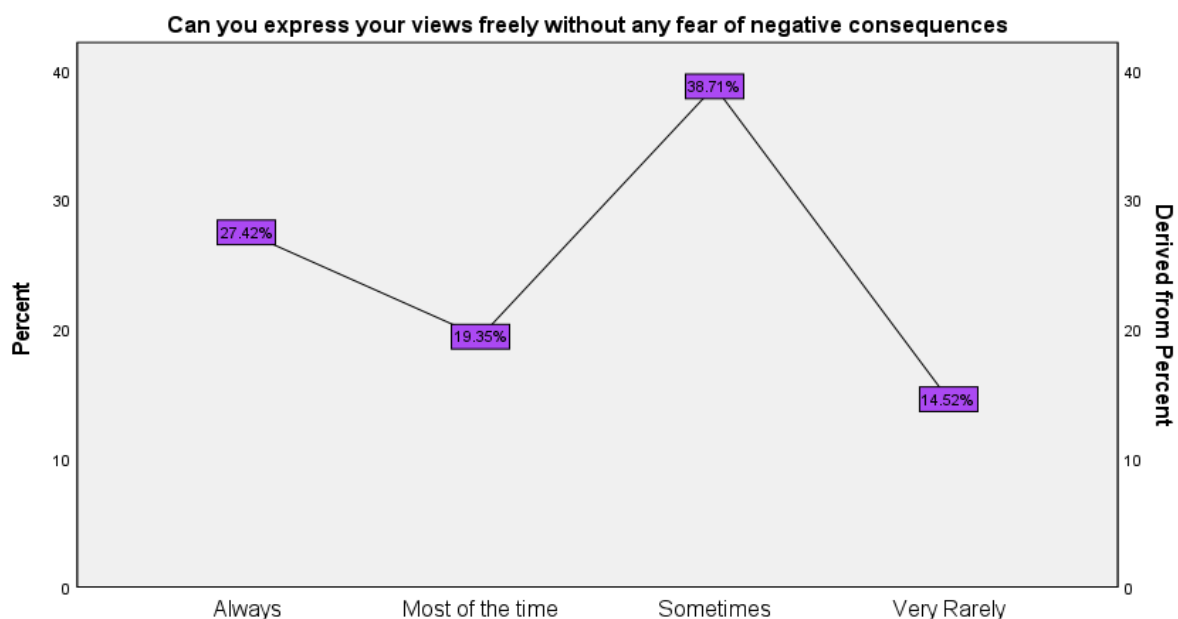
Chart 12

The above chart represents whether employees can express their views freely without any fear of negative consequences. Out of the responses received 14.51% of the employees says that it is very rare, 19.35% of employees say most of the time they can express, 27.42% of the employees can express freely and majority of the employees of 38.71% of the employees say only sometime they can express their view without any fear of negative consequences. By focusing on an employee's "motive to conceal or disclose ideas, information, and opinions concerning work-related changes," research on worker silence has partially solved this issue. Employees may choose to remain silent for a variety of reasons, such as the communication system's inefficiency, a fear of the consequence, a lack of available resources, or supervisor incentives or strategies (Morrison, 2014).

Is there a culture of openness at your organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	18	29.0	29.0	29.0
	Somewhat Agree	17	27.4	27.4	56.5
	Somewhat Disagree	4	6.5	6.5	62.9
	Strongly Agree	22	35.5	35.5	98.4
	Strongly Disagree	1	1.6	1.6	100.0
	Total	62	100.0	100.0	

Table 13

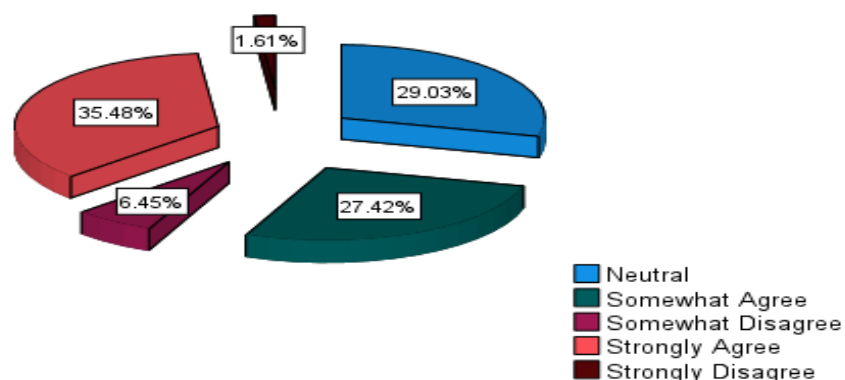
Is there a culture of openness at your organization

Chart 13

The above chart is a representation of the culture of openness at the organization, 1.61% of the employee strongly disagree, 6.45% of the employees somewhat agree, 27.42% of the employees somewhat agree, 29.03% of the employees feel neutral and 35.48% of the employees agree strongly that there is openness in their organization. Employees can work collaboratively to accomplish a shared objective more quickly if encouraged more transparency and honesty in the group setting. In addition to harming an organization's reputation in the public eye, a lack of transparency and openness also undermines the credibility and confidence of both the organisation and its leaders (Jonathan H. Westover, PhD, 2022).

Is there a System in place for you to provide feedback to the management

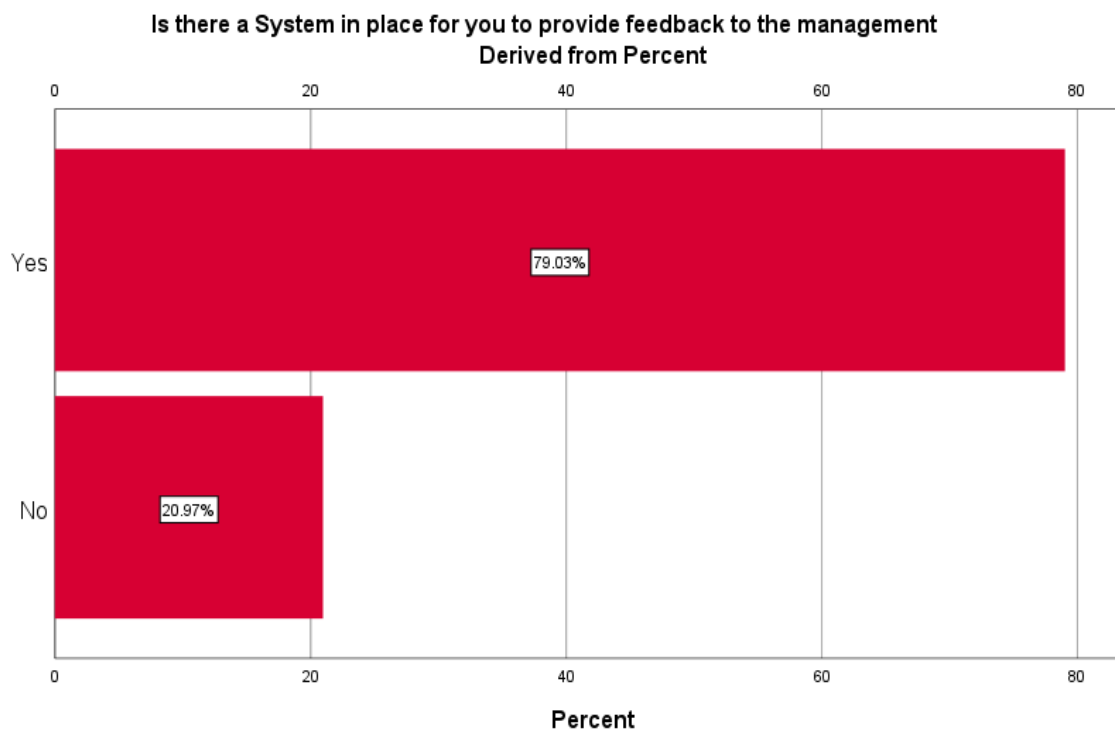|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	13	21.0	21.0	21.0
	Yes	49	79.0	79.0	100.0
	Total	62	100.0	100.0	

Table 14

Chart 14

The above chart is a representation whether there is a system in place for the employees to offer feedback to the organization. 20.97% of the employees say that there is no system as such and the majority of 79.03% of the employees says that there is a system in place for them to provide feedback to the management. Different methods of obtaining input are used in the feedback system, both at the organisational and employee levels. From the viewpoints of the feedback sender, and the practical approaches, the feedback culture can be observed. Effective feedback, in accordance with (Earley et al, 2018) calls for a person to have a goal, act in order to attain the objective, then receive feedback on those actions.

Does your concerns and requests generally get addressed					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	14	22.6	22.6	22.6
	Most of the time	21	33.9	33.9	56.5
	Never	1	1.6	1.6	58.1
	Sometimes	16	25.8	25.8	83.9
	Very rarely	10	16.1	16.1	100.0
	Total	62	100.0	100.0	

Table 15

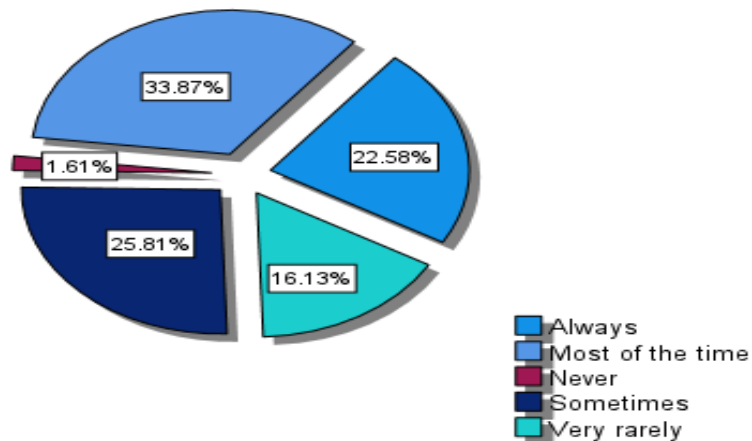### Does your concerns and requests generally get addressed

Chart 15

The chart represents if the employees concerns and requests are addressed. 1.61% of the employee concerns are not addressed, 16.13% of the employee's concerns are very rarely addressed, 22.58% of the employee's concerns are addressed always, 25.81% of the employees' concerns are addressed sometimes, 33.87% of the employee's concerns are being addressed most of the time. Taking steps to show staff members and other organisational stakeholders—such as clients and business partners—that queries or concerns they voice will be answered without fear of reprisal. With regard to questions and concerns, these behaviours go further than simply having an open-door policy. When appropriate, they also involve proactively acknowledging and resolving issues when they are brought up (David L Douglass, 2022).

Do you believe that the organisation does not provide you enough opportunity to Voice out?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	6	9.7	9.7	9.7
	Most of the time	15	24.2	24.2	33.9
	Never	6	9.7	9.7	43.5
	Sometimes	19	30.6	30.6	74.2
	Very rarely	16	25.8	25.8	100.0
	Total	62	100.0	100.0	

Table 16

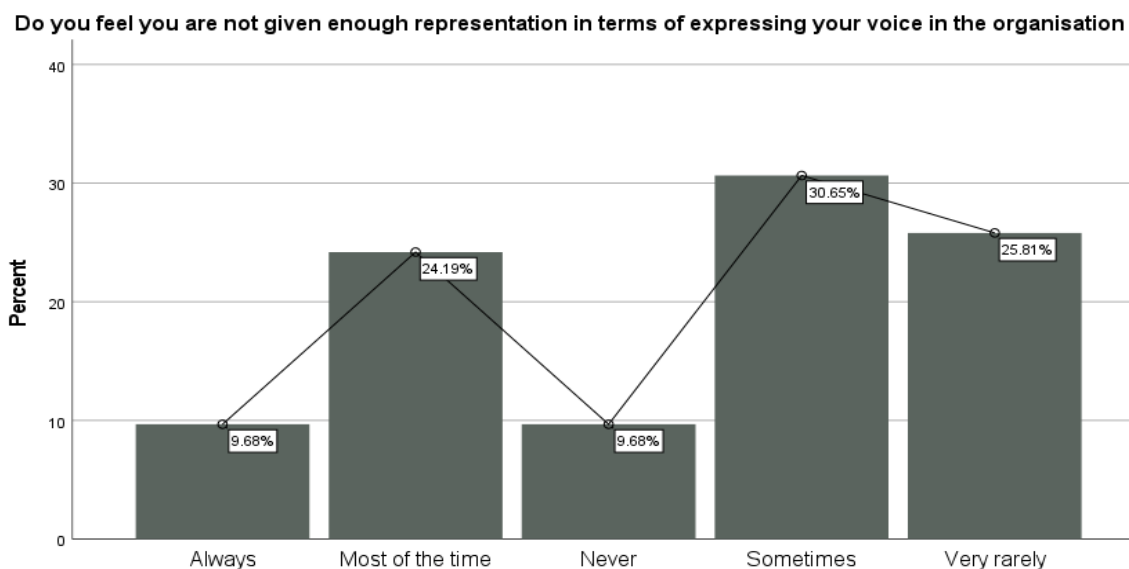Do you feel you are not given enough representation in terms of expressing your voice in the organisation

Chart 16

Whereas if employees feel they don't have enough opportunity to speak up within the company, has shown in the above chart. 9.68% of the employees say never and always, 24.19% of the employees say most of the time, 25.81% of the employees say very rarely and majority of 30.65% employees say when it comes to having their voice heard, they may feel underrepresented. Employee voice is well-defined as "the ability of employees to communicate their thoughts, opinions, concerns, and ideas, and for these to impact choices at work" in the Various types of workplace voice report. Managers must pay attention to and respond to employee input in order to facilitate true two-way communication between employers and their workforce (CIPD, 2022).

Case Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Voice out	62	100.0%	0	0.0%	62	100.0%

Table 17

Voice out Frequencies				
		Responses		
		N	Percent	Percent of Cases
Voice out	Lack of Confidence	36	29.8%	58.1%
	Damage own reputation	26	21.5%	41.9%
	Fear of Rejection	42	34.7%	67.7%
	Previous Bad experience	17	14.0%	27.4%
Total		121	100.0%	195.2%

Table 18
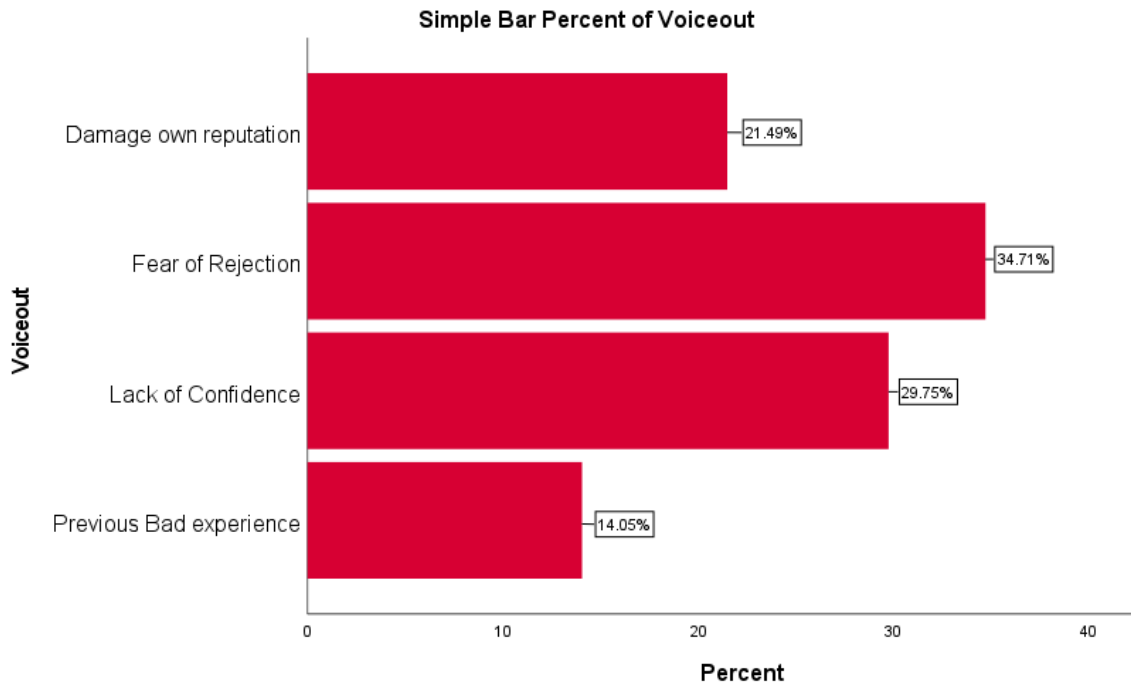
42

Simple Bar Percent of Voiceout

Chart 17

The above case summary table represents the overall number of respondents, and the voice out frequency table is the overall representation of multiple responses received through survey.

The chart represents if the employees are scared to voice out in the organization. Out of 62 respondents 14.05% of the respondents are scared to voice out because of their previous experience, 21.49% of the employees are scared to voice out in their organization because they think that they might damage their own reputation, 29.75% of the employees are scared to voice out because they lack confidence to voice and majority of the respondents of 34.71% of employees are not able to voice out as they fear that they might get rejected or neglected.

Every employee in their organization fear to voice out for various reason but the majority of the employees are fear of being rejected. Here, we concentrate particularly on feelings brought on by the possibility or actuality of rejection by others. The fact that rejection frequently causes powerful emotional responses shows that accept and rejection had significant adaptive significance throughout human evolution, which resulted in the spread of a genes of our human relatives who felt emotions in response to rejection indications (Mark R. Leary, 2015).

Sharing of opinions, comments and concerns				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	5	8.1	8.1	8.1
	least important	7	11.3	11.3	19.4
	Neutral	18	29.0	29.0	48.4
	Important	14	22.6	22.6	71.0
	Most Important	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Table 19
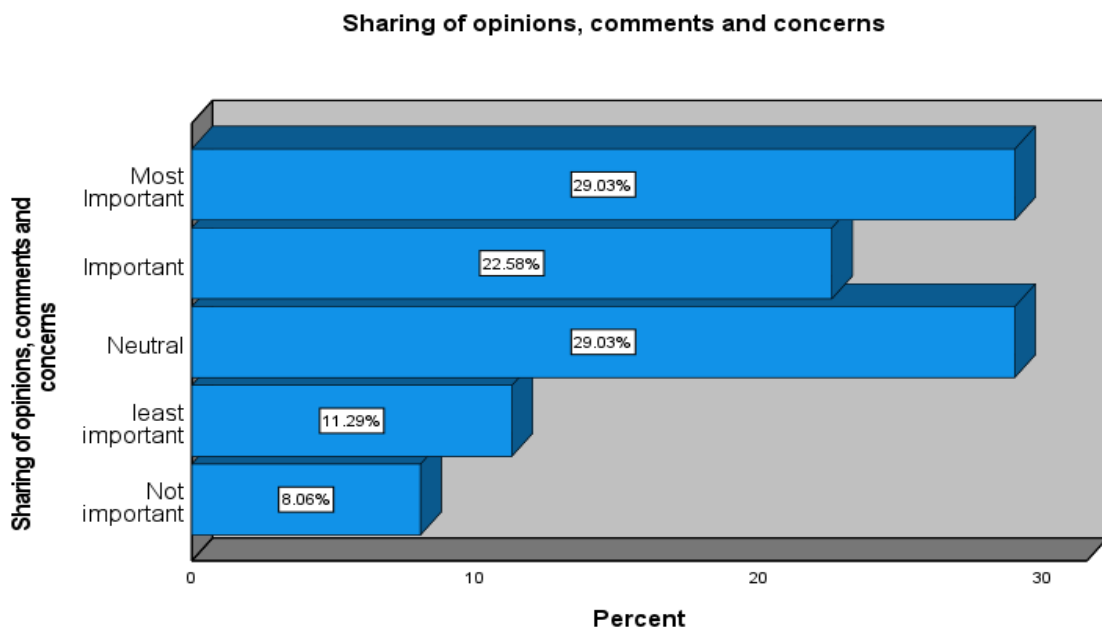

Sharing of opinions, comments and concerns

Chart 18

The above table and chart are a representation of one of the factors affecting employee voice in an organization. For this specific question Likert scale was used to analyse the rating from 1-5, 1 being in not important and 5 being most important.

The above table is a representation of the total number of respondents took part in the survey. The chart represents that 8.06% of the employees have rated sharing of opinions, comments and concerns are not important, 11.26% of the employees said that it is least important, 22.58% of the employees have chosen sharing of opinion, comments and concerns are important and majority of 29.03% of the employees have equally said that it is most important and also Neutral.

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Acceptance by management and supervisor of my opinions, views, and concerns					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	3	4.8	4.8	4.8
	Least Important	9	14.5	14.5	19.4
	Neutral	20	32.3	32.3	51.6
	Important	18	29.0	29.0	80.6
	Most Important	12	19.4	19.4	100.0
	Total	62	100.0	100.0	

Table 20

Acceptance of my opinions, comments and concerns by supervisor and management
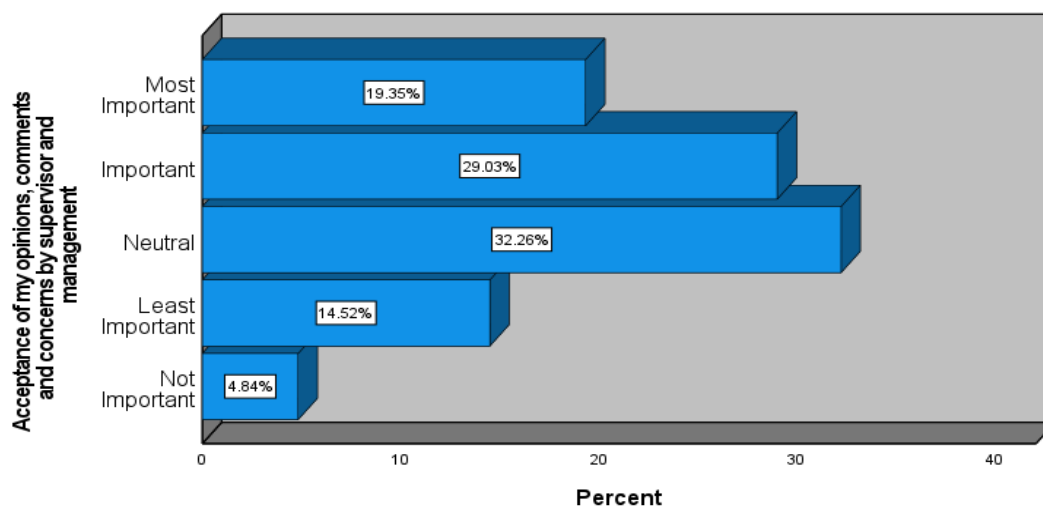

Chart 19

The table and chart are a representation of one of the factors affecting employee voice in an organization. For this specific question Likert scale was used to analyse the rating from 1-5, 1 being in not important and 5 being most important.

Out of 62 respondents 4.84% of the employees say that acceptance of their opinion, comments and concerns by the supervisors and the managements is not a factor which affects the organization. 14.52% of the employees say it is least important, 19.35% of the employees say it is most important, 29.03% of the respondents say it is important and 32.26% of the employee feel neutral as it is neither most important nor least important.

45

Feeling like a valued member of the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	4	6.5	6.5	6.5
	Least Important	8	12.9	12.9	19.4
	Neutral	14	22.6	22.6	41.9
	Important	16	25.8	25.8	67.7
	Most Important	20	32.3	32.3	100.0
	Total	62	100.0	100.0	

Table 21

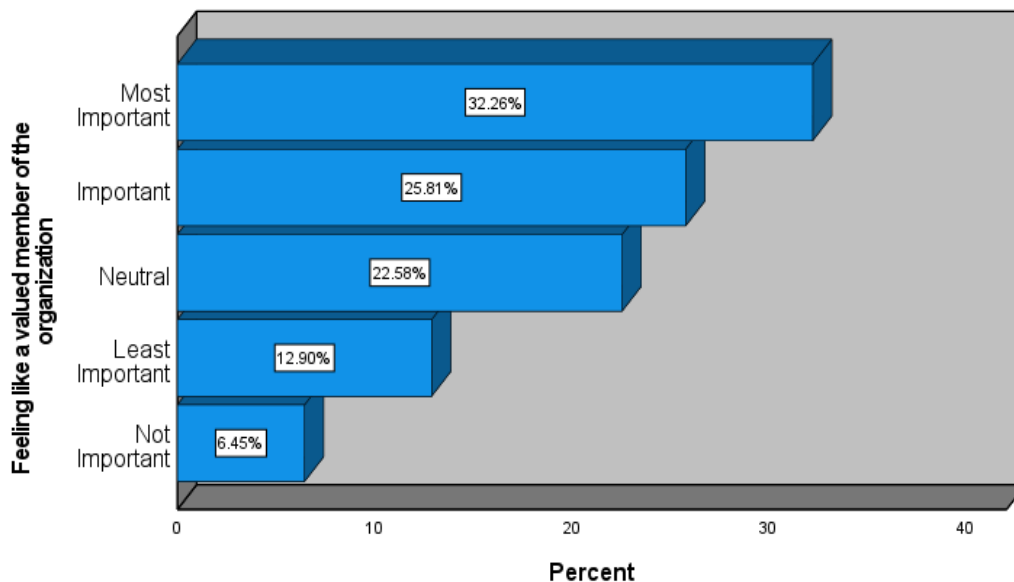Feeling like a valued member of the organization

Chart 20

The table and chart are a representation of one of the factors affecting employee voice in an organization. For this specific question Likert scale was used to analyse the rating from 1-5, 1 being in not important and 5 being most important.

Out of the 62 respondents 6.45% of employees say that this factor is not important, 12.90% of the employees said that they are least important, 22.58% of the employees feel neutral, 25.81% of the employees feel that this factor is important and majority of 32.26% of the employees say it is most important factor for the organization success.

Good Relationship between the employee and the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	2	3.2	3.2	3.2
	Least Important	9	14.5	14.5	17.7
	Neutral	16	25.8	25.8	43.5
	Important	16	25.8	25.8	69.4
	Most Important	19	30.6	30.6	100.0
	Total	62	100.0	100.0	

Table 22

Good Relationship between the employee and the organization
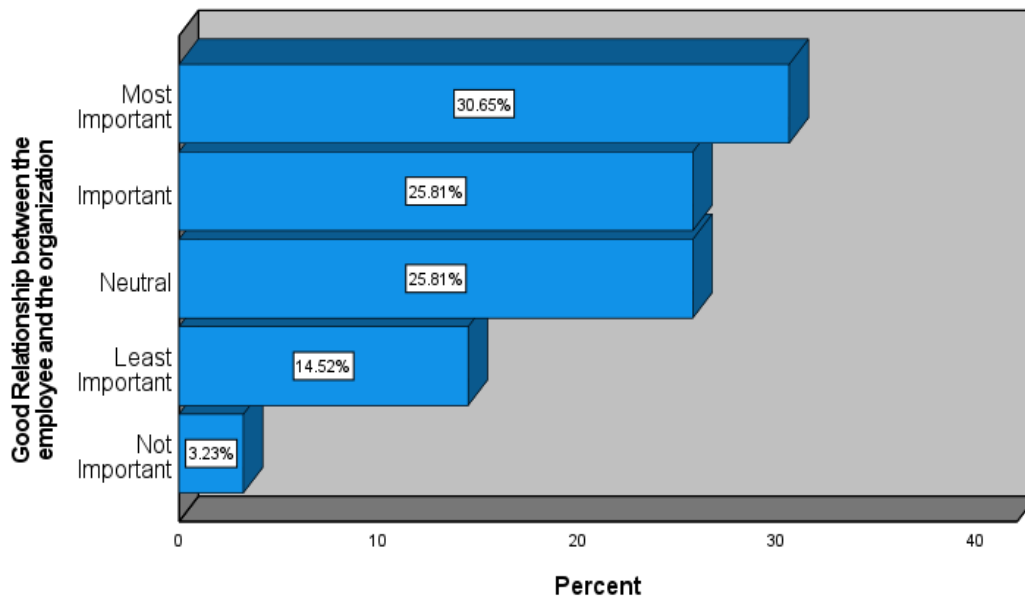

Chart 21

The above table and chart are a representation of one of the factors affecting employee voice in an organization. In order to analyse the ratings from 1 to 5, with 1 being the least important & 5 being the most important, a Likert scale is used for this particular question.

The chart represents that 3.23% of the employees feel good connection between the employees and organization are not an important factor, 14.52% of the employees responded that they are least important factor, 25.81% of the employees feel neutral and also important factor and the majority of 30.56% of the employees feel it is the most important factor.

Informal Relationship between the employee and the supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	13	21.0	21.0	21.0
	Least Important	11	17.7	17.7	38.7
	Neutral	16	25.8	25.8	64.5
	Important	13	21.0	21.0	85.5
	Most Important	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

Table 23

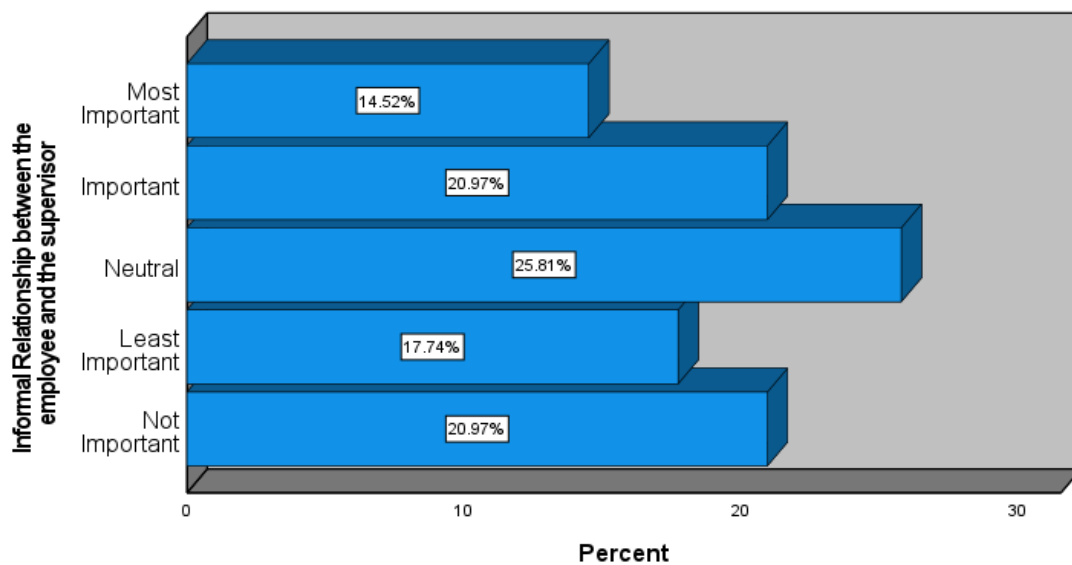Informal Relationship between the employee and the supervisor

Chart 22

The above table and chart are a representation of one of the factors affecting employee voice in an organization. In order to analyse the ratings from 1 to 5, with 1 being the least important & 5 being the most important, a Likert scale is used for this particular question.

The chart above represents that 14.52% of the employees feel informal relationship between the employees and the supervisor is most important, 17.74% of the employees say it is least important, 20.97% of the employees say it is not important factor and also as important and the majority of 25.81% of the employees feel neutral, as it is neither most important nor not important factor for the organizational success.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Medium	62	100.0%	0	0.0%	62	100.0%

Table 24

Medium Frequencies

		Responses		Percent of Cases
		N	Percent	
Medium	We have an employee committee/Council	23	24.5%	37.1%
	Direct feedback to supervisor	37	39.4%	59.7%
	Direct feedback to human resources/employee relations division	28	29.8%	45.2%
	No channel for giving feedback	6	6.4%	9.7%
Total		94	100.0%	151.6%

Table 25

49

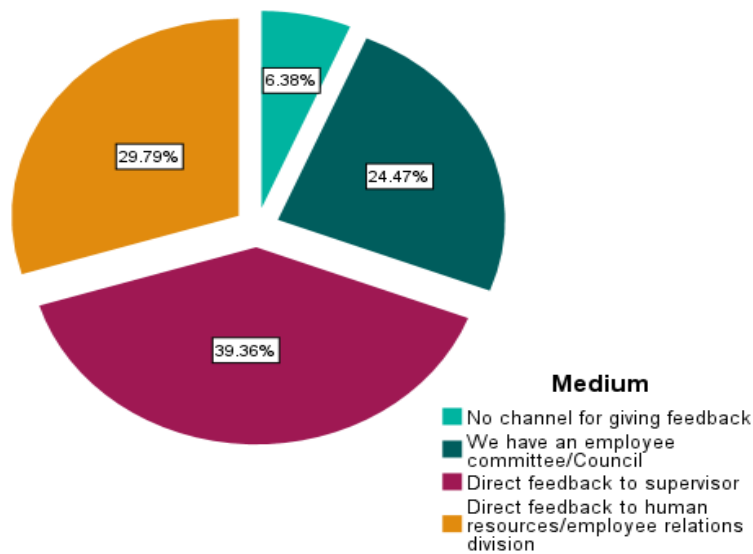**Pie Chart Percent of Medium**

Chart 23

The above case summary table represents the overall number of respondents, and the medium frequency table is the overall representation of multiple responses received through survey. The chart illustrates whether there are any available channels for employees to voice their opinions, express their worries, or offer suggestions to the organisation.

6.38% of the employees say that there is no medium in their organization to share their concerns and suggestions, 24.47% of the employees say that they have employee committee/ council at their organization to share their views and concern, 29.79% of the employees say that they can provide direct feedback to the HR or employee relations divisions and the majority of 39.36% of the employees say that they can provide direct feedback to the supervisors. Because it allays workers' concerns that they should "read the wind" to ascertain when it is appropriate to voice out to their leaders in a particular setting, this study was based on supervisors creating feedback as a critical antecedent to employee voice (Milliken et al., 2003). Employees receive clear guidelines from their supervisors on how to behave in the workplace through developmental feedback. This criticism contributes to the development of a stress-free environment that encourages employees to express their opinions (Li et al., 2011).

Correlation between years of experience and sharing of opinion and feedback

Correlations		Years of experience	sharing of opinion and feedback
Years of experience	Pearson Correlation	1	.194[**]
	Sig. (2-tailed)		.130
	N	62	62
sharing of opinion and feedback	Pearson Correlation	.194[**]	1
	Sig. (2-tailed)	.130	
	N	62	62
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 26

Using SPSS software, correlation tests are conducted. Finding if two variables are correlated or unrelated to one another is made easier by correlation tests. Years of professional experience and the sharing of comments and opinions were the two factors used for this analysis. In order to evaluate the statistical association or link between two continuous variables, one uses a test statistic called the Pearson's correlation coefficient. The strength of a correlation or relationship between variables is described in detail. Coefficients can be in the range of -1 to +1, where -1 indicates the ultimate negative relationship, +1 the ideal positive relation, and 0 the absence of any link between the 2 variables (Shevlyakov and Oja, 2016). Table 26's p-value for the test was set at 0.01 and a correlation coefficient in between two variables was .194, indicating a weak correlation between them. This indicates how years of experience with the sharing of opinions and feedback are only weakly associated, indicating the years of experience are not particularly important for the organization's opinion- and feedback-sharing processes.

4.3 Discussion

The data analysis of responses obtained for each survey question, together with the specifics of the survey results, are provided in analysis and findings. The results of the survey would be covered in discussion. The findings' implications for achieving the study's goals will be examined as part of the results' interpretation. There are three parts to the subject.

The study offered information on the survey participants' profiles, job history, and ratings of the aspects they believed to be crucial for employee voice. The important findings of this study are found in the part of the survey devoted to the relevance evaluations of the elements influencing employee voice in the organisation (Morrison 2011, 2014). The respondents' basic information and employment history and their ratings are related in an intriguing way that illustrates how one's opinion on many things can alter depending on the circumstances. Only 64.5% of total 62 respondents feel that employee voice contributes to firms' long-term success. According to the research, the majority of other organisations have abandoned employee unions in favour of direct supervisor feedback channels and human resource departments.

Employees now heavily rely on their immediate supervisors, the organization's human resources departments, and other team members as their points of contact for offering thoughts and comments, expressing a complaint, or making a request. It may not be beneficial for the company if the employee doesn't really feel at ease utilising any of these channels to share problems or ideas (Kwon *et al.*, 2016). According to survey findings, some employees choose not to provide suggestions or voice problems to anyone at the company. This is a very significant finding from the survey since such behaviour can cause employee dissatisfaction and disappointment, which in turn contributes to the high rates of employee retention in the company.

The respondents ranked the agreeable attitude of a supervisor among the most important component, giving it a 39.4% relevance rating, among the factors that impact employee voice in their organisation. Supervisors as well as the managers are important individuals in the "organisation" who facilitate a two-way message between both the management and their employees, as the importance of feedback to their supervisors and the classified system of communication within the organization has grown in its absence of employees. The supervisors get requests or recommendations from the employees, and it's up to the supervisors to decide whether to act on them or pass such requests or suggestions forward to the company's senior management. (Panaccio and Vandenberghe, 2012; Butts *et al.*, 2015; Ng *et al.*, 2020)

With respect to this crucial function of supervisors, the supervisor's approachable manner is crucial in enabling workers to approach them and provide feedback without fear of discrimination, criticism, or retaliation on the part of the supervisor. It makes sense, then, that in any organisation, the supervisor's personality is of utmost importance to all employees. Similar to how the relationship between both the employee with the organisation is represented, so is the degree of trust amongst the employee as well as the organisation, by the individuals who have direct interaction with the employee and therefore speak for the organisation on their behalf (Ng *et al.*,2020). For an employee, the organisation relationships are formed by relationships with those who contact with them directly, such as the HR department, supervisor, other team members, etc. These connections affect how employees express their voices inside an organisation.

These interactions between the individual and the organisation are at the heart of the issues affecting employee voice (Richards, 2008). To offer a designed methodology for the organisation to comprehend the employees' viewpoints of "employee voice", the aspects that are discovered in the survey outcomes can be expressed through the type of the influences that affect every one of these relations. The relevance of the human resources division is next to the importance of overall interaction between both the employees and supervisors in determining how well the employee voice is represented.

If there is an employee committee, it may manage employee voice instead of the HR department, and the same criteria which apply to HR may be passed to the employee council or committee (Liu *et al.*, 2021). In an organisation, aspects that impact multiple relations between both employee and organisation, particularly the relationships between both the employee and the supervisor, are generally the most significant elements that affect the employee voice. The correlation patterns revealed an unexpected finding: people gave less significance to expressing their ideas with the organisation as their level of job experience increased. If this finding is taken into consideration in the context of the association between the supervisor's personality and age, it can be assumed that high level and experienced workers are more interested in developing a positive connection of cooperation with their managers that will aid them in performing their jobs effectively than in communicating their feedback and suggestions to them. Opinion sharing may be given less value for a variety of reasons, such as a lack of confidence in organisations' ability to withstand input.

This finding can be investigated in greater detail in subsequent studies on employee voice and its connection to growing employee experience Brykman and Raver (2021). Insights into how employees in organisations in the IT sector see employee voice and which aspects they believe to be most representative of employee voice were revealed by the survey of the study's participants. The participants' varied employment and personal characteristics and the factors' interactions were thoroughly examined to see how different people may be impacted by the factors.

The literature review's (Lin and Johnson, 2015) suggested factors for influencing employee voice were confirmed by this study, and two alternative models have been used in the talks to further investigate them. The final criteria and models demonstrate the research's overall findings and achieve the goal of examining the elements influencing employee voice for organisational long-term success in the information technology sector.

4.4 Conclusion:

The survey findings were discussed in this chapter, and it was determined how the factors affecting employee voice might be categorised into two distinct models that illustrate the interaction between organizations and their employees. The original model presented the different sorts of connections that employees may build within the organisation and in what way each relationship has affected the employee voice. The 2nd model explores what employees expect from the employer in aspects of enhanced employee productivity and what they expect from their company after they have left their employment. These two models meet the objectives of the research and accurately reflect the overall results of the survey.

CHAPTER - 5

CONCLUSION

This study examined employee representation in organisations and the variables affecting employee voice. The study's literature evaluation was based on an analysis of the impact of employee voice on organisational success over the long term in the information technology sector.

In the today 's information industry, employee voice is becoming increasingly significant. As technology continues to advance, more avenues have opened up for workers to express their concerns. Nowadays, it might be dangerous to ignore employee opinion. Organizations must prioritise employee input in such circumstances. Organizations must take the required actions to take employee input into account when conducting daily business. HR needs to guarantee that employees are heard. The HR department and the company as a whole benefit from the diversity of ideas, thoughts, and viewpoints that employee voice offers. As a result, encouraging employee voice is crucial for a positive organisational culture.

According to earlier studies on the subject, an organization's macroenvironment and microenvironment each influence the type of channel it chooses to represent its employees. While the macro-environment elements are significant when choosing a channel for employee representation, the micro-environment of such organisation has a significant impact on the factors that influence employee voice once a channel is chosen. This study identified the firm-level variables that may have an impact on employees' ability to communicate their opinions within the organisation. It also conducted a quantitative analysis using surveys to determine the priority that employees assigned to each of these variables. According to the survey's findings, all of the variables that were identified as having the ability to influence employee voice were given relevance ratings that were higher than the norm.

Certain individual employee criteria, including age, work experience, number of people in the organisation, also have an impact on how much value is given to the elements that determine employee voice. Further research is needed to fully understand the impact of variables on employee voice as well as participation in an organisation. It was also discovered that years of experience with able to share opinions and feedback within the organisation were only weakly correlated with employee satisfaction with the addressing of concerns.

CHAPTER - 6

RECOMMENDATIONS AND FURTHER RESEARCH

Interesting new information about what influences employee voice in organisations in the information technology sector has come from this research. To gain a thorough understanding the "employees" perspectives on employee voice, further examination of additional aspects that influence employee voice can be analysed by utilising "qualitative research methodologies" including interviews and focus set of group discussion. This could result in the discovery of other components that have not yet been discovered in this study.

To understand the causes and effect of each variable and the extent to which these relationships seem to be relevant for employee voice, further research can be done on the correlation amongst the individual factors of the employees and the implication they assigned to the factors that influence "employee voice". The weakly correlation between employee experience and significance placed on providing feedback is one conclusion that would be very intriguing to further study. Research of the reasons why this relation exists could produce fascinating and pertinent results for such employee voice research. This study was unable to explain this finding in any way.

CHAPTER - 7

REFLECTION ON PERSONAL LEARNING

This investigation was difficult, but it was also a tremendous learning experience. A major objective of mine was to pursue a master's degree while learning abroad. While at the same time, I was aware that this is the way we develop through information, experience, and stepping outside of our comfort zones. I've come to understand that having a strong voice, the ability to express yourself verbally, active listening skills, and the capacity to support our team members in the workplace as well as our families, friends, and everyone else in our personal lives is crucial to maintaining a positive balance both inside of oneself and with the outside world. Giving and receiving are particularly potent social connectors and builders of social coherence. I am quite pleased with completion of the thesis, master's degree in "human resource management", and I wish to encourage everyone to push themselves to be true and take a leap. I want to use this new information in my future duties as a human resource professional and in talks with co-workers, potential employees, and job prospects. I have seen that there is still a huge knowledge gap that needs to be bridged in terms of business, markets, and organizations. The COVID-19 period offers a great opportunity to learn more about how meaningless our life style can be for existence and that we must exist side by side in harmony to ensure that the proper advancement as well as how we must adapt to the new conditions as quickly as possible. Because we are paving the road and providing direction, leaders have a huge duty to lead this shift. We should all feel and think like we are all on it together and understand each of our choices affects other individuals in the system in order to better understand the whole and be ready to make better decisions. On the contrary hand, it's indeed our adaptability and resilience that consistently distinguish us from other people, and it is because of this ability we are capable of developing, change, and produce new things. Let's make sure that our creativity, our input, has a beneficial effect on both our personal and professional lives as well as our inner world.

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APPENDIX 1

1. Gender:
a.) Male
b.) Female

2. Size of the company:
a.) 50-100
b.) 100-500
c.) 500-1000
d.) 1000 or more

3. Are you Aware of Employee voice in the organization?
a.) Yes
b.) No

4. What factors affect employee voice inside an organisation?
a.) Age
b.) Gender discrimination
c.) Number of years of Experience
d.) Position in the organization

5. Why do you think employee voice is important in an organization?
a.) Increase productivity
b.) Innovation
c.) Organizational Improvement
d.) Building Trust and Relationship

6. Does employee voice help the organization to succeed in the long-Run?
a.) Strongly Agree
b.) Somewhat Agree
c.) Neutral
d.) Somewhat Disagree

e.) Strongly Disagree

7. Do you think employees are scared to voice out, if so, kindly choose the appropriate
   reason? (Tick all that apply)
   a.) Lack of Confidence
   b.) Damage own reputation
   c.) Fear of Rejection
   d.) Previous Bad experience

8. If you have ever voiced to the management regarding organizational success in the past,
   how satisfied are you with the response.
   a.) Extremely Satisfied
   b.) Satisfied
   c.) Neutral
   d.) Dissatisfied
   e.) Extremely Dissatisfied

9. Are you able to express your views and suggestions at work?
   a.) Strongly Agree
   b.) Somewhat Agree
   c.) Neutral
   d.) Somewhat Disagree
   e.) Strongly Disagree

10. Are you encouraged to express views and suggestions at work?
    a.) Always
    b.) Most of the time
    c.) Sometimes
    d.) Very Rarely
    e.) Never

11. Can you express your views freely without any fear of negative consequences?
    a.) Always
    b.) Most of the time

c.) Sometimes

d.) Very Rarely

e.) Never

12. Is there a culture of openness at your organization?

a.) Strongly Agree

b.) Somewhat Agree

c.) Neutral

d.) Somewhat Disagree

e.) Strongly Disagree

13. Is there any system in place for you to provide feedback to the management?

a.) Yes

b.) No

If yes, kindly answer question 12.

14. Is there a way to express your thoughts, your worries, or your suggestions? (Choose all that apply.)

a.) Direct feedback to human resources/ employee relations division.

b.) Direct feedback to supervisor.

c.) We have an employee committee/ council

d.) No channel for giving feedback.

15. Do you usually get responses to your concerns and requests?

a.) Always

b.) Most of the time

c.) Sometimes

d.) Very Rarely

e.) Never

16. Do you believe that the organisation doesn't provide you enough opportunity to voice your thoughts?

a.) Always

b.) Most of the time

c.) Sometimes

d.) Very Rarely

e.) Never

17. What, in your opinion, maximizes the representation to employee voice From 1 to 5, rank each in order of significance, with 5 being the most significant.

Indicator	1	2	3	4	5
Sharing of thoughts, opinions, and concerns:					
Acceptance by management and supervisor of my opinions, ideas, and concerns					
Feeling considered as a valuable employee					
Good Relationship between the employee and the organization					
Informal communication between both the leader and the employees					

18. Age:

a.) 18-25

b.) 26-35

c.) 36-50

d.) ›50

19. Number of years of experience in total:

20. What are the ways in which employee voice at your organization can be improved?